



2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: Corporation for the Economic Development of Midlothian

Contact Name: Kassandra Carroll

Email: KCarroll@CEDMidlothian.org

Project/Item Name: Midlothian Community Profile

Category for Entry: General Purpose Brochure

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) <25K

Date Project Began: November 2009

Date of Completion (if applicable): January 2011

For Entries in Categories 9 & 10, Enter Your Web Site URL:

PROJECT DESCRIPTION

Please refer to the Category Description and Judging Criteria Sheet corresponding to your category when answering the following questions in the space provided.

Select:

- ☒ Promotional Award Categories 1-8 – See Sheet A (page 9)
- ☐ Internet and New Media Categories 9-11 – See Sheet B (page 10)
- ☐ Program Award Categories 12-22 – See Sheet C (page 11-12)
- ☐ Partnership Award Categories 23-25 – See Sheet D (page 13)
- ☐ Leadership Award Categories 26-30 – See Sheet E (page 14)

Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS. YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

The latest Midlothian Community Profile is produced by The Corporation for the Economic Development of Midlothian (CEDM) and is published approximately every two years. With its theme of "Family Friendly, Business Friendly", the 48 page brochure highlights Midlothian's quality of life, education system, health system, local government, and its extensive industrial and commercial base. It was funded by advertising and support from local businesses. It is available in print and online in an interactive electronic magazine format on the CEDM's website.

2. What is the goal or purpose of this project?

The purpose of the project was to create a marketing piece that could be presented to commercial and industrial prospects as well as new residents to illustrate the "softer" side of Midlothian. The City of Midlothian is known for its large industrial base; however, there is much more to the community than cement, steel, and blue collars. The "Family Friendly, Business Friendly" theme tells the story of a community that has beautiful, unique residential communities, a quality education system that includes higher education, two different medical systems, a NYSE Corporate Headquarters, responsible, industrial corporate citizens, and a retail sector that is ripe for development.

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

There were many participants throughout the community who had an impact on the newest Midlothian Community Profile. CEDM staff produced the brochure with the assistance of two college interns, a local photographer, and community-wide contributions to the editorial. Local businesses were given the opportunity to participate as well through their support and purchase of ads; many also contributed to the editorial.

The two previous Community Profiles had been produced by a third party publisher who brought in a salesperson to sell the ads with a breakdown of 50% ads and 50% editorial and photos. When it came time to produce the third brochure, the entire nation was experiencing an economic downturn and Midlothian was not immune. CEDM staff decided to produce the next one in house so Midlothian's businesses could still participate without a significant impact to their pocketbooks. The number of pages and subject matters were decided, and then a budget was created to determine exactly how many dollars in ads needed to be sold to cover the costs for temporary help, photography, and printing.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

Like any quality brochure that tells a community's story the Midlothian Community Profile has become invaluable to telling Midlothian's story. The whole community has embraced the brochure and it is distributed by most public places and local real estate offices. It is included in every marketing packet that leaves the CEDM offices and the Midlothian Chamber of Commerce. It has also been direct mailed to over 3,000 site selectors, location advisors, and prospects. Many prospects have commented on the quality of the brochure and its positive reflection on our community. A number of local brokers have stated that it is a key piece in their marketing collaterals when selling property in Midlothian.

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

The project could easily be replicated. All that is required is a willing community, support staff with graphic design and editorial experience and an Executive Director that is willing to roll up his sleeves and his Rolodex and make some sales calls. The greatest lesson learned: Double the amount of expected production time. Murphy's Law will come into play and prospects and politics will show up in the most unexpected times.

6. In what ways is this project innovative or creative?

The goal of the Community Profiles has not been to generate revenue but to create a quality marketing piece that would tell Midlothian's story with little or no impact to the CEDM's budget. The last two brochures did generate a small amount of revenue for CEDM, but that was an added bonus. Because of the downturn in the economy, we knew we had to get creative to get the third piece produced in a cost effective way. By deciding to create the brochure in house the CEDM was able to save the costs of involving a third party and pass those savings on to the businesses of Midlothian by dropping the rates on the ads.

7. Are there any other relevant details not covered above or specific to your category?

Because of the extensive contributions to the editorial by the community, everyone has taken real ownership in the brochure and they are eager to distribute it to everyone they come in contact with. The local citizens who know Midlothian best took the time to contribute, consequently the story of Midlothian is told much more effectively than if it were told by a third party that does not live in the community or the state.



2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: **David Johnston Research + Technology Park**

Contact Name: **Carol Stewart**

Email: **castewar@uwaterloo.ca**

Project/Item Name: **WATCH Magazine**

Category for Entry: **Mahazine**

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) **25-200k**

Date Project Began: **March 2011**

Date of Completion (if applicable): **1**

For Entries in Categories 9 & 10, Enter Your Web Site URL: **N/A**

PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

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- ☐ Internet and New Media Categories 9-11 – **See Sheet B** (page 10)
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1. Please provide a brief description of the project.

The magazine submitted for consideration is the 4th annual publication by the University of Waterloo's David Johnston Research + Technology Park. WATCH Magazine was developed to create a dynamic marketing tool that captures the spirit and energy of the park's tenants, students, collaborative research projects, tech start-ups, and supporters.

2. What is the goal or purpose of this project?

WATCH Magazine was created to share with the world the commitment to entrepreneurial success present in Waterloo Region and the Research Park to create, grow, and strengthen any company desiring success through collaboration, innovation, and cooperation with Canada's most innovation university (*as ranked by Maclean's Magazine for the past 19 years).

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

This annual project is coordinated by the manager of the park, and a UW employee that single-handedly manages all elements of the R + T Park with the support of one UW co-operative education student. The project was developed and managed closely with the help of third-party contractors able to capture and convey the spirit of this unique venture. The result is a pride piece for all knowledge workers within the park, and a showpiece for both stakeholders and the community.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

WATCH Magazine has created a forum for partners and suppliers to publicly display their support for the Research Park, tenants, city, and region while providing tenants the opportunity to share their success with other organizations across Canada and overseas, among peers, and over 50,000 students from three local post-secondary institutions. Every business leader, tech association, and economic development agency includes the magazine in their suite of materials for incoming missions, visitors, outbound tours, and talent recruitment efforts. The magazine captures the breadth of opportunities and academic linkages to business that the Research Park offers to the technological industry, and uses these tools as key selling points for Waterloo in attracting the best and brightest companies and talent to the region.

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

The model for WATCH Magazine is transferable to any major economic development project supported by industry, government, and institutions. There are currently 26 research parks across Canada, many of whom have asked permission to use the same model and potentially the same team of creative consultants. The publication is sponsored by corporate friends of the institution and the Park, making the project a break-even venture that produces a tool that is different for each stakeholder:

- Supporters use for advertising their links to the project
- UW Development office uses for philanthropic opportunities with alumni
- Tenants use as a pride piece
- Municipal government uses as a retention tool
- FDI agency uses as part of its attraction toolkit
- Tech associations use as a regional recruitment tool
- Canadian Consulates use as a repatriation and investment attraction tool
- R + T Park uses as a business development tool

WATCH Magazine has proven to be an innovative tool that is attractive for many different stakeholders, and we are confident this 4th edition succeeds in capturing the Research Park brand that was originally envisioned.

6. In what ways is this project innovative or creative?

The bold idea that just one full-time UW employee could create this dynamic marketing tool for multiple community and international stakeholders within an extremely stringent budget was unprecedented within the institution, among other Canadian research parks, and parks within the U.S. The project strategy was identified by looking inward with a focus on "do what we do best in technology parks," and partnering with industry to overcome the budget challenge and find creative solutions. The final product has proven to be a professional piece that services multiple stakeholders within a full-cost recovery model.

7. Are there any other relevant details not covered above or specific to your category?

20,000 copies of this publication are created annually, and each release has become more anticipated than the last. The stories within the magazine come from every corner of the expanding Research Park; from the world-recognized Accelerator Centre that is home to over two dozen tech start-ups, to global giants like Research in Motion (RIM), SAP and CISCO, to collaborative research projects encompassing UW students from the largest co-operative education program in the world. These stories appeal to a wide readership, sometimes detailing personal stories that offer non-industry members insight into the minds of our best and brightest tech leaders.

A PUBLICATION OF THE DAVID JOHNSTON RESEARCH + TECHNOLOGY PARK UNIVERSITY OF WATERLOO

WATCH



taking a
CLOSER LOOK
TODAY'S TECHNOLOGY PLAYGROUND

employ. ability.

Top five reasons to hire Waterloo:

1. Depth & Breadth of Talent Pool » With 105 programs of study in all academic disciplines, Waterloo co-op students have the skill and knowledge to meet your comprehensive employment needs in all areas of industry. Hiring a co-op student today contributes to your long-term talent management strategy; the short-term commitment allows you to nurture quality candidates in your recruiting pipeline and assess future permanent hires.

2. World-Class Experience » Recognized as one of the top research universities in Canada, Waterloo has the largest co-op program on the planet, with students currently at work in 42 countries. Your talent management needs can be fulfilled with Waterloo students who have gained experience with world-class companies like Research In Motion, Google, Microsoft, Sun Life Financial, Deutsche Bank, and Amazon.

3. Streamlined Process » With over 50 years of experience, the Waterloo co-op process is streamlined and simple. A dedicated co-op representative who understands your employment needs will visit you each term to ensure satisfaction.

4. Freshness & Versatility » Youthful Waterloo brains are connected to current technology as they adapt, thrive, and grow with your organization's success. Waterloo's mandatory job-skill development courses prepare students to work independently and contribute immediately.

5. Year-Round Availability & Affordability » You can hire a student to begin work in January, May or September and have a talented new student every four months or, in some cases, extend the timeframe. Waterloo co-op provides a cost-effective method to fill your immediate business needs on a timely basis.

“Google has an excellent relationship with UW, and co-ops have consistently been able to come in and hit the ground running in Google's fast-paced environment. Even in short amounts of time, Waterloo co-op students make important contributions to Google's products and culture while gaining incomparable real-world engineering experience.”

Steven Woods, Engineering Site Director, Google Canada

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cecs.uwaterloo.ca



DAVID JOHNSTON
RESEARCH+TECHNOLOGY PARK
UNIVERSITY OF WATERLOO

WATCH 2011 ISSUE

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Publisher: **Carol Stewart**

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The Research + Technology Park would like to thank its many partners. These include, amongst others, the federal and provincial governments, the Region of Waterloo, the City of Waterloo, the University of Waterloo, and the tenants of the park. These partners have supported Watch magazine since inception. Their involvement has been integral to the success of the park. This magazine acknowledges the achievement of this collective collaboration.

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WELCOME TO WATCH MAGAZINE 2011

Plenty has happened since our last issue. You may have noticed one of the more obvious changes, the park name: The David Johnston Research + Technology Park.

In 2010, former University of Waterloo President, David Johnston, became Canada's Governor General. While at the university, His Excellency made many important contributions to research, development, and international agendas at the university. His work also included a determination to move the idea for a research park into a reality.

When David Johnston first arrived on campus, the Research Park was a large section of land bordered by major transportation arteries. As President, he used his unique brand of energy, drive and creative thinking to push the park forward, paving the way for what it is today.

In 2011, the Research Park houses many different buildings, individuals, ideas and inventions. It is also making its name known in this region and beyond its borders. It seemed only fitting to mark His Excellency's accomplishments with something as lasting as the impact he made on the campus and at the park.

In this issue of Watch, we're taking a closer look at our newly named park and the many motivations behind the minds working here. We investigate the many factors that make individuals explore ground-breaking research, apply new frameworks to old puzzles, or investigate phenomena.

One of our newer tenants, Research In Motion, shares details looking back at the people portion of their rapid growth curve while others, such as tech start ups Mespere Lifesciences and Qwalify, share how they are building their businesses, not long past the idea stage.

Others, such as Dr. Sarah Wolfe, Dr. Helen Chen and Bernadette Conant, show us that innovation in product and process can arise from keen observation around human behaviour. Scientists, such as Professor David Cory and Dr. Anne Broadbent, demonstrate how their personal passions tie into their work. And other park individuals remind us that the private and public often merge seamlessly into a whole.

From looking closer, we hope to show you a bigger picture of where we are going and how we will get there.

I hope you will enjoy.

R+T PARK LETTER

Carol Stewart

UW Research + Technology Park and President,
Association of University Research Parks Canada.



At my feet is a small device used to demonstrate the quantum effect. Quantum effects occur in a world invisible to the human eye and are incredibly sensitive to outside intervention. On our cover, the same device is a children's playground, ripe with new possibilities.

The University of Waterloo &
AGFA Healthcare Institute

CONCEPTS FOR **NEW HORIZONS**

Helen Chen knows one day soon she will be intimately involved in the minutiae of her in-law's day-to-day care. She will know if one of them misses their medication or suffers a fall on the way to answer the door. She will also know the peace of mind that comes from the assurance that whatever healthcare issues arise in her in-laws' lives, their caregivers will have ready access to information.

Helen's parents live in Alberta. Helen lives in Ontario. No one plans to move.

There is a new world coming, a world with a thinking web and smart devices. Helen believes implicitly that both are upon us.

Helen Chen is a professor and Healthcare Scientist-in-Residence at the University of Waterloo (UW) as well as the Chief Scientist with the AGFA Healthcare Institute. Established in 2010 as a collaborative endeavor between industry and academia, the institute's mandate is to navigate the path between business and academia. Ultimately, both share a common goal: Bringing new iterations of healthcare products, a thinking web and smart devices to life.

What is a thinking web?

A thinking web is not about having information; it is about making the information we have relevant in a timely, effective, and logical manner.

Electronic data accumulation is accelerating at an unprecedented pace. Hidden in this data are 'needle in the haystack' cures and solutions. Finding the needle is key.

Right now on the web - a page is just a page. Think of what it might mean if you could embed logic behind each page.

Envision the web as layers. Layer 1 is where you go – or the URL. Layer 2 is what you find – the actual words and images that show up onscreen. What if a 3rd layer could put meaning behind the words and images? Human beings are currently the layer that determines meaning – reading page after page after page. A thinking layer would encompass the ability for computers to apply human interpretation or meaning to data. That is the semantic web.

This concept underpins the future.



Electronic data accumulation is accelerating at an unprecedented pace.

Hidden in this data are 'needle in the haystack' cures and solutions. Finding the needle is key.

Why does it matter?

Immediate access to unlimited global information is a given. But the unending stream is also paralyzing and rooting through the abundance almost unfathomable. Information should not be a burden.

Unloading some of the thinking to sort and pinpoint information access according to need could help us navigate the web more purposefully. We all do web searches to narrow things down. A semantic web would power such searches beyond the traditional referencing of 'key words and phrases'. Instead, searches would strategically investigate the meaning behind the words and visuals to evaluate data providing information results based on knowledge.

The resulting data would have relevance and eliminate the cumbersome task of reading each page of search results.

What about smart devices?

Technology has made it possible for us to work anywhere in the world at any time from any location. The byproduct of this often creates unanticipated gaps. In our personal lives, close physical proximity, or the lack thereof, can be a serious problem. Aging parents don't just plug in anywhere like our laptops or other devices.

So how can technology fill the gap the 'anywhere' world created and

help us care for our parents? That is where smart devices could play an important role.

Imagine, if you will, a camera system in the home that is sensitive to specific motion factors. If someone falls or fails to get out of bed, the system kicks into action communicating critical information to your personal devices or a service, wherever they may be. A phone call home can instantly request help or ease worry.

Along the same lines, chronic disease management is a growing concern. Picture a medicine dispenser that can provide reminders and knows if medicine has been removed or not. Missing pill information would generate a warning and immediately alert physicians, care givers or concerned children through electronic devices. Other tools could provide physicians simple tests results, performed remotely by the patient from their own home.

Suddenly, self management with an extended care network is more than possible.

How do we get there from here?

Industry and academia share a conundrum. Each needs the other for innovation, but the nature of their respective industries can create a chasm that makes them work in parallel, rather than with each other. Industry is bottom-line driven and sometimes sacrifices innovation to tight deadlines that push product out the door while academia is research driven

and sometimes too long-term focused to recognize immediate opportunity.

The quickest route into tomorrow is to create connections between the two, and close that gap.

What does that horizon look like right now?

Fantastic - a new adventure has begun.

AGFA and UW came together with a close collaboration. In 2010, AGFA provided a fund to establish the AGFA Healthcare Institute at UW. The idea was to establish a Scientist-in-Residence program and make a direct connect between university healthcare research and industry. The shared goal was to leverage innovation power with a productive research arm. That's why I'm here.

AGFA was hoping to find a fit from within their organization, rather than retro-fit someone new. I fit the bill. I have a Ph.D in Biomechanics from University of Waterloo and my MSc. & BSc from Tsinghua University, Beijing, China. I also worked at AGFA for seven years. I brought the perspective of actually working in the trenches and academic qualifications. I'm in a unique position to articulate problems, attract the right academics and get government interest.

So I can talk business, academics, politics - and even Chinese. **KC**



AGFA

MAKING MEDICAL DATA **MOBILE**

Dennison describes a future "Utopia" with clusters of hospitals sharing the same backbone, allowing them to collect and share data instantly. What it equates to is saving time, money and most importantly - lives.



Hospitals store results from thousands of tests, creating terabytes of data and massive data files that aren't so easy to send across platforms. **"A full CT scan can have several thousand images that are many gigabytes each,"** explains Dennison. **"The problem is that these images are very large and require a PC with high performance specs."**

AGFA's solution is using a web-based platform, rather than developing a native application. Heavily secured, encrypted pages, like the ones used to do online banking, are accessible through any computer or mobile device with access to the Internet.

Being located at the Research Park in Waterloo gives AGFA a distinct advantage over their competitors. Given the size of their market share within Canada and their relationship with the federal government, AGFA has the inside track to a national blueprint other countries are looking to emulate. **DG**

In the days of film, when an x-ray was developed and viewed in front of a light, the only people who saw the image were the ones in the examination room. Few other departments, let alone the patient being x-rayed, had access to the images. Involvement was limited to reading reports. Since imaging went digital, although information is easily accessed, it's not necessarily easily shared.

Imagine you and your physician having the ability to view your CAT scans from any computer or mobile device. That's where we're headed.

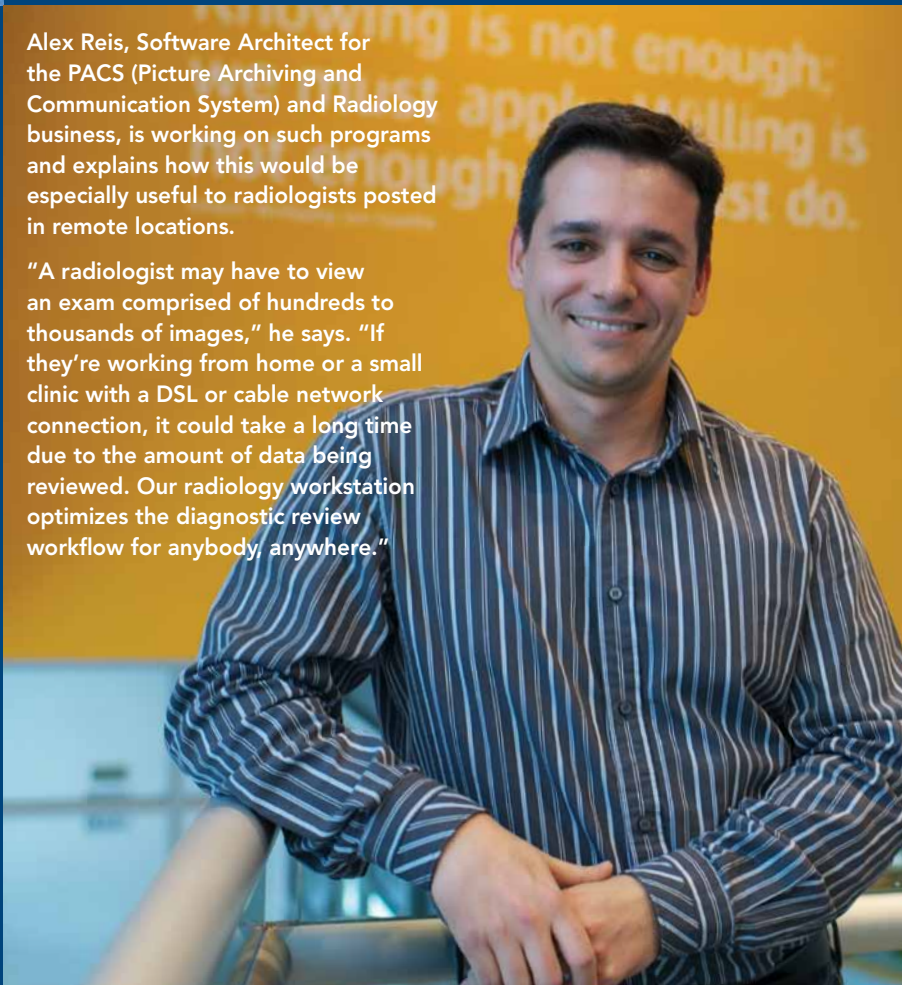
Don Dennison, Director of eHealth and Regional Health Business at AGFA, leads the research and development teams that are making the software to share medical information between care-givers and hospitals. He is also the man responsible for implementing the systems that are making this possible.

AGFA is working with governments and agencies to make instant information sharing a reality. The ultimate goal is to be able to access patient records and images within an entire region or country through web-based platforms focused on security and speed.

"A number of countries including Canada are investing in a national architecture strategy to integrate medical information, specifically imaging. Our goal is to make that easier and more cost effective to maximize sharing," says Dennison. **"At the same time, we are also working on another imaging problem."**

Alex Reis, Software Architect for the PACS (Picture Archiving and Communication System) and Radiology business, is working on such programs and explains how this would be especially useful to radiologists posted in remote locations.

"A radiologist may have to view an exam comprised of hundreds to thousands of images," he says. **"If they're working from home or a small clinic with a DSL or cable network connection, it could take a long time due to the amount of data being reviewed. Our radiology workstation optimizes the diagnostic review workflow for anybody, anywhere."**



Prime Healthcare

A LOOK AT CURES FOR A MODERN PROBLEM.

DR. LUSK AND DR. WITT TALK BACK A LOT – AND SHOULDERS, AND NECKS.



Greg Lusk and Jackie Witt – chiropractic school sweethearts married just over a year – operate Prime Healthcare, a chiropractic clinic inside the Research + Technology Park. While their operation is open to the public, they say that due to their location at least 70 per cent of their clients work in the park.

In 2007, an old friend from chiropractic school let Greg Lusk know about the location opportunity at the park. The friend was the original chiropractor at Columbia Lake Health Club for several months and was now moving on. According to Lusk, the President of Columbia Lake Development, Toby Jenkins, wanted her facility to cater to the healthcare needs of the park. Lusk and wife Jackie Witt saw this as an opportune place to develop their practice. The timing was perfect.

It's a good era to be in the chiropractor business and a great place to be with so many tech workers within a close radius. The fact that many sit hunched over computers, wrists contorted to dock properly with the home keys, means back problems, aching shoulders and carpal tunnel syndrome. That's where this dynamic duo comes into play at the park. They are here to help a tech savvy work force make an 'adjustment' for the better.

According to Dr. Lusk and Dr. Witt, a lot of people don't totally understand what a chiropractor does. Apparently, some people are reluctant to make an appointment. Blame pop culture. The chiropractor's character on television and in Hollywood is often portrayed as a doctor of pain. People have preconceived notions that it's going to be a painful experience, and they will be pinned face down on a table while their spine is handled like a monkey bar.

"Not true," says the couple. Explains Lusk, **Prime prefers a holistic approach. It's about the client's preference and how comfortable they are with their treatment.**" In addition to alignments, clients can come for soft tissue therapy, and Witt is trained to administer acupuncture therapy.

"It's their body; it's their choice," says Lusk.

But a chiropractor's job isn't restricted to the table. Just as much work, if not more, has to be taken on the by the client outside the clinic walls. This is where Lusk and Witt take on what they consider to be an equally important part of their job: Consulting clients about lifestyle.

In the digital age, it's not just about the eight hours spent working at a desk, it's also about the hours spent at home in the same position for recreational purposes. Lusk and Witt understand that for the most part this is unavoidable, so they offer advice for those who spend much of their day in static positions. **"Get up from your desk as often as you possibly can,"** says Witt, **"Walk around, stretch, take a break."**

Lusk further explains that the body craves movement and the healthiest posture for one's spine is a dynamic one. This is especially important if there is an existing injury. **"The more moving you do, the more blood flow you can get to the area, so if there's an injury anywhere, movement can help facilitate recovery."**

Witt stresses, **"Nothing can replace genuine physical activity to combat aches and strains.**

Tools definitely help, but keeping active is the best cure for a modern problem."

As the park continues to grow, there will only be more and more workers in need of a good chiropractor. Lusk and Witt seem to be in the right place at the right time. **DG**

This isn't all to say that the human race hasn't found ways to cope with computer-oriented lifestyles. Ergonomics is a multi-billion dollar business that develops products designed to help your body cope with unnatural positions. Everything from wrist rests to foot rests to chairs without backs or inflatable balls that replace the chair entirely are flowing into the market regularly.

Research In Motion

SHINY HAPPY PEOPLE

What makes an employee go to work every day happy and excited?

That is the question Research In Motion (RIM) Vice-President, Organizational Development, Elizabeth Roe Pfeiffer asks herself every day. She is figuring out the answer at an organization world-renowned for its culture of success, ground-breaking technology and happy employees.

Waterloo born and bred, Elizabeth Roe Pfeiffer never set her sights on a career in Human Resources. In fact, until she was asked to cover a maternity leave in the HR department at Kitchener's YMCA, she had never even heard of the field.

Behind the scene...

Fresh from university, with a degree in Psychology, Elizabeth Roe Pfeiffer headed down a path familiar to many young graduates called "What do I do now?"

While waiting for career inspiration, she helped out at her father's company, WatStar. Her father, Peter Roe, a former professor of Systems Design at the University of Waterloo, gave Roe Pfeiffer her brush with the technology start-up world, and she liked it.

Remarks Roe Pfeiffer, "I noticed tech companies possessed a desire to try things – to be creative and thoughtful. That was interesting."

In 1992, Roe Pfeiffer left WatStar for a Customer Service position at the YMCA. When asked to cover the six month maternity leave, Roe Pfeiffer's eyes opened up to new career possibilities within Human Resources (HR). Roe Pfeiffer was initially surprised when her supervisor selected her for the role. "She thought I would be good at HR. At the time, I didn't even know what it was. But I tried it and loved it."

With her interest sparked, Roe Pfeiffer began taking HR courses while continuing to work at the Y. "The Y was a fantastic place to kick-start start my career," explains Roe Pfeiffer. "They had an incredible environment and support system for growing and evolving their people into leaders."

As the 90s progressed, technology start-ups began to explode onto the scene. HR was viewed as both a novelty and a necessity. Tech companies were growing exponentially while simultaneously trying to build their programs and organization. They needed help.

In 1996, Roe Pfeiffer re-entered the start-up world, accepting an HR management role at Open Text. A couple years later, she was ready for change.



"Finding and

Explains Roe Pfeiffer, "I saw an ad for RIM in the newspaper and noticed it was posted a second time. I thought to myself – why not send an application? They were in mad growth mode, and I recognized it might be an opportunity for me to be in the centre of some interesting action. I also saw it as a chance for me to really put my handprint on something."

The interview turned out to be an unexpectedly harrowing experience. At the time, RIM occupied a tiny portion of only one building on Philip Street in Waterloo. Ironically, the building where RIM conducted the interview was kitty corner to Roe Pfeiffer's own Open Text offices.

"It's a close network in the technology world," she laughs, **"and I was petrified someone from Open Text would glance over and see me."**

Fortunately, that world is also a collegial one, and she suffered no ill consequences from the co-incidence. She also got the job as the second employee in an HR team of two. Today, Roe Pfeiffer's department has over 600 members and is an integral part of RIM's everyday operations.

Business unusual...

"I knew HR was going to be different at RIM. During our first meeting, Jim Balsillie shared his HR vision. He wanted to push cultural boundaries; he wanted every person in the organization to feel an entrepreneurial edge, have every resource necessary for success and at all times - be pumped to go. His means

to get there was the integration of HR as a partner to every business unit, not the more conventional approach where HR is more a separated function. The first thing we did to help employees understand this difference— was change the traditional 'Human Resources' name to 'Organizational Development' (OD)."

Things are definitely different at RIM. With over 14,000 employees world-wide, the halls in every one of RIM's 20+ buildings hum with excitement and possibility. Roe Pfeiffer's OD execution is part of the reason.

As RIM expanded, Roe Pfeiffer integrated her staff in individual pods embedded within the structure of each business unit - like building blocks rather than separate components. Each department grew up with OD employees working side-by-side, known on a first name basis, and involved at every level of the department's business. This assimilation meant OD employees, intimate with the day-to-day picture, were easy to talk to and knew exactly what resources were necessary for support.

Nothing was one size fits all; it was what fit do we need here? This was a total turn-around concept.

"Maintaining culture is a priority yet also a delicate, important responsibility. It's much easier to keep people engaged when you know what they want. Our pod structure provides feedback that moves up, down and across the organization. Informally, there is much to gain from the daily work perspective. On a more formal level, we also survey employees annually and bi-annually to make sure we know all their needs. We want our finger on the pulse of what is going on."

Roe Pfeiffer and her team continuously evolve and enhance programs, using feedback from the Pods to tweak, change and even come up with ideas. If it doesn't work for everyone, they change it or sometimes just move on.

And how does Roe Pfeiffer feel about her almost happenstance career choice now?

"I love people, and I love what I do. I was so lucky to land in a place with limitless

freedom and creative opportunities. The same entrepreneurial spirit afforded to our researchers, developers and thinkers is extended to all of us. We each have our own variation on the adrenaline theme. Not only does it keep employees excited, it keeps me excited every single morning when I walk into this office." [KC](#)

"Express your ideas. It is important you share them. Everyone has the ability to make a difference."

nurturing the personality of a business matters."

Did you know?

RIM hires close to 2,000 students globally each year.

In 2010 RIM hired 264 previous co-ops as permanent full-time new graduate hires.

14,000+ full time employees worldwide.

7,000+ full time employees in Waterloo, Canada.

In 2010, RIM was named one of Canada's Top 100 Employers for the fifth consecutive year.

The David Johnston Research + Technology Park, University of Waterloo

PHILANTHROPY 101: THE EFFORTS OF MANY.

In 2011, the Research Park will reach outside its own borders into young lives beyond the park. That's because this spring, with the assistance of the Kitchener Waterloo Community Foundation, the park will begin annual disbursements from an endowment fund set up and realized through park tenant effort.

In 2006, Open Text employee, Jeff Ohlhausen, thought it might be fun to parlay his passion for golf and a desire to give back into something bigger. He met with R+T Park Manager, Carol Stewart, and tossed out an idea: What if the park as a whole had an event with proceeds targeted to local charities?

Explains Ohlhausen, "It's important to have an impact close to home. When you dig roots into a place, you want it to be good for everyone. And when you work in an amazing environment, it feels natural to want to give back to it. This region is very supportive of the tech sector, and everyone already loved the tournament. It seemed like the perfect place to start."

Stewart loved the idea and got the ball rolling. "Jeff's idea was serendipitous. I was looking for a vehicle to create conversations amongst park organizations and benefit for the region. A golf tournament seemed spot on. We put together a committee comprised of membership across the park and set to work," says Stewart.

The first agenda item was determining where to direct tournament profits. The committee consensus was that money should stay local and focus on children. They made an open call to the charity world, and when news hit the streets, they were flooded with interest.

With interest came tough questions. How would they pick which charity to support? Would they change every year? Would they have a lottery system?

"We were swamped," continues Stewart. "We didn't want to say no to anyone, but we also needed to manage things. We took a closer at the charities and learned that many received funds from larger charitable

organizations. It made sense for us to consider an umbrella group to help us out. That's what led us to the Kitchener Waterloo Community Foundation (KWCF)."

Stewart got in touch with KWCF CEO, Rosemary Smith, and proposed the idea of a park fund. Smith then met with the entire park committee. Says Smith, "We were very happy to meet with the R+T committee and help them determine their charitable goals. They decided to move forward with us as their philanthropic partner. It's been a pleasure to work alongside the group and help them realize their dreams for our community."

The group learned if they went direct and set up their own endowment fund, though

it would take longer to raise the principal, it would mean a long-term permanent commitment. Additionally, KWCF would take care of all administration including set up and management of the application process and act as an adviser around decision-making. With all the details taken care of, it also meant the committee could focus on the big picture and what they did best: Raising funds.

"We loved everything about KWCF," says Ohlhausen. "They helped us set a \$50,000 endowment target. We were anxious to start giving money away, so in 2010, we upped the bar and raised our annual goal to \$20,000. It was a stretch, but we came up with new tournament activities to get us there. We're thrilled to say we were successful."

"We are ready to give back to the community," Stewart proudly reports. "It's a great feeling to work in a tech park like this. The park participants always step up to the plate, no matter what the activity. In addition to the park fund, they each run their other philanthropic activities and actively participate in other soft drives."

Says Ohlhausen with a smile, "It is different here in so many ways; it is truly a community." **KC**



HE'S ALWAYS GOT SOMETHING COOKING.

Jeff Ohlhausen has noted the commute from his home village of Wellesley to his Waterloo Open Text office is shorter than a drive to Kitchener. Even better, he gets to wave at neighbours driving horses and buggies enroute.

At Open Text since 2004, Ohlhausen manages their SAP and Data Administration Team. Born and raised in the area, he did move farther afield at one time to pursue his career. He returned in 2001 recognizing not only is the area the perfect place to raise a family, it is also the perfect place for his career.

"Whether I'm cooking, spending time with my family or working, it's important to enjoy what I'm doing. I like building connections and getting to know people."

Jeff Ohlhausen

“ FIRST AND FOREMOST, I'M A FOODIE. ”

It's the intangibles that make you want to stay with a company.

When you get to work locally and cut out a commute, you actually get hours back that you didn't have before. An hour and a half one-way plus a return trip equates to fifteen extra hours a week. I can do an awful lot with that time.

I'm like anyone else. Sometimes I'm too busy and take on too much.

First and foremost, I'm a foodie. I have an insatiable passion for anything to do with food. I'm actually on a competitive BBQ team. We go to competitions and cook chicken, brisket, pulled pork and ribs. We started in the amateur category although none of us had ever cooked ribs before. We decided to keep going until we won our own smoker. It took four years, but we've never looked back.

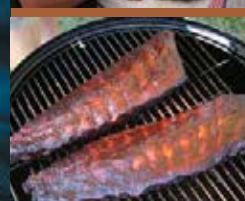
Messing with charcoal, wood, temperature, rubs, sauces and method is plain fun. Now that we compete professionally, we experiment with recipes constantly. It can get intense and crazy at competition time. Brisket takes 18 – 24 hours to cook, so we are hard at it long before the competition actually starts.



Face it, even bad BBQ is good BBQ.



Everything is a lot easier when people like working together. Before I worked at Open Text, I had never organized an activity, let alone been involved in anything at work outside of work itself. What I've learned is that it only happens in places where culture matters. When positive company culture exists – the byproduct is an infectious desire to help – inside and outside the company.



It's important to spread the charity and not make

it a one-time thing. The park golf tournament has quite a reputation now, and last year it sold out in four days. One of the reasons it's so popular is because it's accessible and affordable for anyone who works in the park or the community. We get a really nice people mix.

The devil is always in the details. I give a lot of credit to Carol Stewart. She is the heart and soul of the tournament committee and really sweats out all the details. I'm glad for that. KC

The University of Waterloo Institute for Quantum Computing

PUSHING SCIENCE

Ours is a technologically thirsty society; the next revolution may be just around the corner. And that corner just might be at The Institute for Quantum Computing (IQC) at the University of Waterloo.

Quantum information processing is an exciting area of science. Its benefits extend into many areas – computation, communication, information security, sensing, material science, medicine - the list goes on. As yet, however, it is still a science barely out of the gate with virtually untapped potential.

At IQC, much work is happening to change that. The breadth extends from pure research to applications to public awareness around quantum science. **The Institute opened its doors to conversations with three of its people – Dr. Martin Laforest, Professor David Cory and Dr. Anne Broadbent.**



Martin Laforest, Ph. D. and Manager, Scientific Outreach, is taking the word of quantum to the streets, bringing science to the people. His goal is to open the Institute's doors far and wide, sharing and explaining what quantum information is and its potential. Through student outreach programs, public open houses, tours, videos and publications, he and his team are putting science out there, preparing the public for the next revolution.

As a scientist, Laforest is well placed for such discussions. He has an intimate knowledge of the discipline and can speak the quantum language to the layperson. Laforest spoke with Watch magazine, explaining one of the many areas of focus at the Institute: Decoherence.

"In the world we can see with our eyes, there are many effects and rules we understand. Think of Newton's law of gravity. If you drop something, it falls at a certain acceleration, the same acceleration at which any object will fall.

In the quantum world, new phenomena occur making the rules of the game very different. Special effects occur that we are not used to and cannot observe without creating disturbances. Therein lays the conundrum: When we try to observe a quantum effect, the effect no longer occurs.

Think of the act of observation as an interference in the quantum world that can disrupt, change or eradicate the effect. The phenomena is called "decoherence," and observation is just one extreme example.

Back to our traditional world of gravity. Consider decoherence as the factors that could change how fast an object falls. For example, wind, precipitation, or articles in the way that break an object's fall are all, in a distant way, analogous to decoherence. These factors act in a disruptive fashion, affecting Newton's law and the pace of a fall. The difference is, in the quantum world,

decoherence affect the very existence of the quantum phenomena.

So, in quantum mechanics, the question is: What else is going on? Where we can see and know what is happening in our classical world, things aren't so obvious in the world of the very small.

We know we can do incredible things with quantum effects. But, in order to harness effects, we have to learn how to control the disrupting incidence of decoherence. We are in the midst of investigating this dynamic.

A big part of our research is learning how decoherence arises and how to minimize or deal with it. We need to know everything we can, so we can devise control tools and do what we want with these effects. While we may never completely eliminate these, we can find out how to control the quantum dynamics involved faster than their decoherence time.

When we understand better, we can attack things head on and build theory that is precise, predictable and controlled. We can push everything further." **KC**

E FORWARD.

Professor David Cory, Canada Excellence Chair in Quantum Information Processing, is a pioneer and leader in a cutting-edge field. At the University of Waterloo Institute for Quantum Computing, he is engineering the tools needed to navigate, control and exploit the quantum world.

With Quantum Mechanics, you can build devices that can reach maximum efficiency according to the laws of nature; it is the ultimate law of physics.

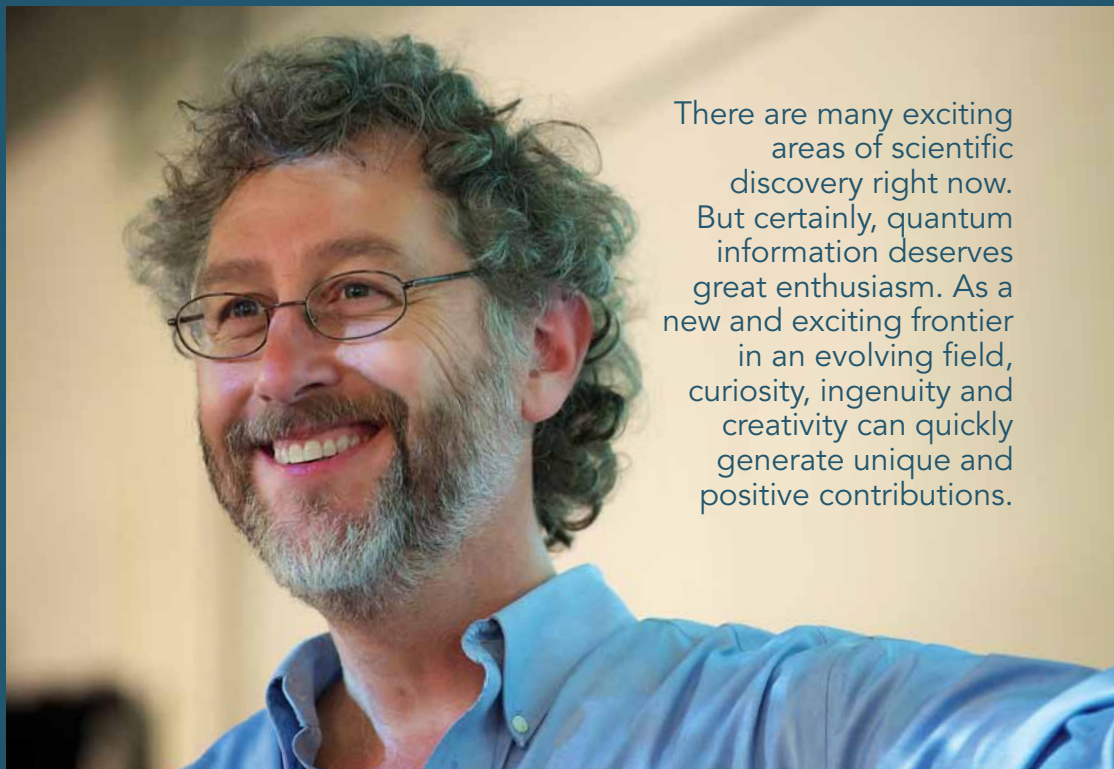
Devices based on quantum phenomenon are not new. Some have been around since the last century including MRI's, transistors and lasers. What is new is the recognition of the depth and breadth of quantum's power.

Some things are still a long way out, like quantum computers. But we are building quantum devices based on quantum information processing now, relevant to applications that relate to society. And – we are making important changes by improving existing devices, such as sensors.

Sensors are used in devices as a matter of course. We rely on them everywhere, from the circuitry in our cars to the sensors in our homes to those that power generators. Quantum mechanics can make these devices more sensitive, more precise and more robust – developing greater efficiency and measurement capabilities.

A group of my former students recently started a company. They're using quantum effects to measure glucose levels by looking at tissue. Their device will provide a better and more relevant measurement than current, traditional devices without needing a blood sample.

The two building blocks for quantum sensor devices are parallel processing and probability amplitude. Parallel



There are many exciting areas of scientific discovery right now. But certainly, quantum information deserves great enthusiasm. As a new and exciting frontier in an evolving field, curiosity, ingenuity and creativity can quickly generate unique and positive contributions.

processing is the ability to perform multiple tasks simultaneously. Controlling the probability amplitude of the states of a quantum system allows for more selectivity in the probability of a certain outcome.

Happy accidents come through conversations. When sharing an excitement for quantum mechanics, questions naturally surface. We can search for ways quantum mechanics can help provide answers. Then we can build devices that operate uniquely by the laws of quantum mechanics.

Pushing science forward is wonderful – and fun. I came here because when I go to work, I want to share my time with others who share my passions. At the end of every day, I like what I do. KC



FOR LOVE OF MATH

Anne Broadbent's path has been guided by a passion: Math. It has taken her on journey from Waterloo, where she attained a B.Math in Combinatorics and Optimization from the University of Waterloo, to Switzerland, where she met her husband, to Montreal, where she attained an M.Sc. and a Ph.D under the supervision of Gilles Brassard and Alain Tapp at the Université de Montréal, and back to Waterloo. At the Institute for Quantum Computing, she is a post-doctoral researcher and holds an NSERC fellowship. She also holds an intense fascination for quantum.

I discovered the creativity, beauty and fun aspects of math in high school. One of my teachers encouraged me to study math at the University of Waterloo. He had a daughter there, in co-op. I was already familiar with UW through their high school math contests, and I knew it had the only all math faculty in the world. The idea of studying a topic I loved with other people who loved it was very appealing.

Math never stops. Solving puzzles through mathematics is like putting together a puzzle without knowing the final picture. Then when you are done with the puzzle, you put it down with the chance someone else may pick it up and create a different puzzle with it.

I fell in love with my husband during my fourth work term while working in Switzerland. Eventually, he came to Canada. We have two kids and live on a farm. He works

in Montreal – remotely. Technology has been very good to me.

I fell in love with cryptography in first year Algebra. It was confirmed in my fifth work term. The concept of code-making and code-breaking fascinated me from the onset. The scenario of parties trying to accomplish something in the midst of adversaries was intriguing.

I worked with one of the two founders of quantum cryptography during my Masters work, Gilles Brassard, at the University of Montreal. We had a solid research group and a network think tank. When I finished my MA, I knew I still had more to learn, so I went on to complete my PhD.

I am a theorist. I work with equations, theorems and proof. A typical day for me is a combination of interacting with my co-workers, going to talks, reading papers, looking at current developments and trying to take a problem and boil it down to an equation. Then I do the fun stuff; I try to solve it.

There is unfathomable mystery and incredible challenge in the quantum world. Unknown phenomena occur in that world because at the atomic level - there is more space to maneuver and so many unknowns.

No one can predict the extent of discovery right now, yet we all try.

I took a fantastic picture of the moon recently. I didn't know I could get such a clear view; it just took time, patience and a little bit of luck, not unlike what I do here. [KC](#)

Early vacuum tube
for general purpose
computers
- circa 1946.



Anne Broadbent

“ THERE IS SOMETHING INTRIGUING ABOUT ABSOLUTE TRUTHS AND THE SEARCH FOR TRUTH. ”

University of Waterloo

WATER. IT'S COMPLICATED.

Sarah Wolfe, Assistant Professor, Department of Environment and Resource Studies at the University of Waterloo, has a very personal relationship with water.

Memories of water flow through Wolfe's life. Created through her experiences - sailing with her grandfather, taking swimming lessons, enjoying summers at the lake, and more recently, negotiating lawn watering rules with her husband - she has an intense emotional value for water, unique only to her.



What Wolfe could do with her emotional connections to water became clear when her personal passion and academic studies collided. She wanted to investigate why and how water research and policies evolved over time - and what might help make water decisions work better.



She coined more traditional factors - such as economics, technology and development - politics, prices, pipes and participation. But it was a second, less traditional set of factors that caught her interest. These elements added a different dimension to conventional understandings of water governance, giving credence to human norms, beliefs, and experiential knowledge.

Simply put, the dimension took into account the emotional values individuals and cultures placed on water, recognizing that those relationships could have a powerful and direct impact.

Researchers and decision-makers are assumed to be rational beings relying on hard data to determine best policy. But Wolfe suspected everyone is very much influenced by their own personal experiences and opinions about water, much like herself. She recognized such emotions come into

play in and around water management and resources.

Wolfe's research focuses on understanding water cognitive processing, emotions and decision-making. She calls it: Water Cognition. She argues that because factors subtly influence the way people perceive and interpret water related issues, emotional disconnect at any level - social, cultural or technological - can put decisions and governance at risk.

Solving water problems has been long and widely recognized as a social challenge. Capturing the emotional dimension with proofs can go a long way toward finding opportunities for intervention in both policy and research that will work.

Water. Wolfe knows it is complicated, and she is determined to do something about it. [KC](#)

WATER EMOTION FACT CHECK:

Lawn watering. During hot summers, when lawns are brown at all but one house on the street, a sprinkler can not only turn on water, but tempers. Emotion instantly comes into play.

Extrapolate such emotional responses into city council chambers, government offices and international water governance institutions.



WE LIVE IN TIMES OF TOO MUCH OR NOT ENOUGH – A SIP CAN MEAN LIFE OR DEATH.

Water: Life in this century demands we get smarter and better at managing one of our most precious resources.



Canadian Water Network

TIDES OF CHANGE

Global water challenges no longer stem from a lack of technology nor from a lack of science or solutions. Rather, failure arises from a lack in social innovations and the way options are brought to the table. Decision-makers need the right information, from all the sources, to make good decisions that work.

The Canadian Water Network (CWN), located in the Research Park, is one of Canada's Network of Centres of Excellence (NCE). A band of centres stretches coast-to-coast, each one focused on a different research specialty. Charged with narrowing the gap between research and commercialization, each connects academic theory

across the nation to industry and government, helping to advance life and prosperity for Canadians and the world.

Established in 2001, the centre's Executive Director, Bernadette Conant, quickly saw decision-making as a key factor underlying water solutions. From this critical focus, she understood a cross-country network, with the capacity to provide a full suite of situation-specific resources and support, was integral for sound water policy and decision-making.

"The main problem isn't how to make water safe; we know how to do that," explains Conant. "The problem is how to bring a solution that suits the scope and nature of a problem. There are often real barriers around putting technological expertise into action."

Continues Conant, **"Looking closely at a question - for example - how we can make water safe in small, geographically remote aboriginal communities where access to power is not always assured - means seeing and examining all the factors that could possibly be involved. The best answer for this question is obviously not just technology - but the inclusion of strategic, relevant information. Possible barriers to technologies would include power issues plus social and cultural factors. When there was an understanding of all issues, with supporting data, decision-makers could increase the odds of success."**

Conant established an academic network to provide the theory and technology elements then moved her attention to business and government. **"It's just not enough to connect these to business solutions through academic**

push. Those who need solutions need a more active voice," she explains.

"We introduced the concept of business and user pull into the academic network."

Turning tradition on its head, Conant started bringing problems to researchers. **"We flipped around the way we structure how research programs and funding happen. Instead of searching for a research fit, we pose questions then ask the research community to respond. Researchers who share common interests are better positioned to work on solutions. Believe it or not, this is a revolutionary concept in this world."**

In essence, the centre acts as an effective broker. They hear then respond to real problems by pulling together research capacity and state-of-the-art knowledge from all angles. Then they package it in a way that conveys what it all means to a decision. The result is a decision-making framework capable of elevating and accelerating water solutions.

Of late, Conant has another matter on her mind. As an NCE, the centre received national funding for two seven-year terms. Halfway through the second term, the next task for Conant is framing out what needs to be in place to continue the water network legacy.

"As a water-blessed nation, Canada is positioned to lead the way in answering tough water questions. Answers will not be driven exclusively by the commercialization lens nor the academic framework - but by pushing both factors out of their comfort zones. Like everything human in this world - answers are relationship-based," says Conant.

"Now that connections and trust are established between research and business communities, the challenge for Canada is who will continue to push this agenda forward. Some movements are afoot and interest is peaked, and clearly, it's in everyone's interest. The pieces are there, and the capacity is there. We may not know what the next water question will be - but do know how to get to an answer."

Bernadette Conant believes Canada is in a position to move the water agenda forward. She is doing all she can to make the system hum so that Canada leads the way. **KC**



Did you know?

Per capita, Canadians are the planet's second-biggest water consumers, behind Americans.

The average Canadian uses 335 litres per day - more than double Europeans' usage.

Most of the 1.1 billion people worldwide who are water poor must survive on five litres a day. That's less than a Canadian uses to flush a toilet - even of the low-flush variety.

Some Canadians, mostly in native reserves and rural and remote communities, don't have access to clean drinking water.

With six per cent of the world's renewable fresh water (water replenished by precipitation, runoff or groundwater recharge), Canada has the third largest collection of fresh water, after Brazil and Russia.

60% of Canada's fresh water drains north, away from where it is needed most - along the band hugging the U.S. border - where the vast majority of Canadians live.

The Great Lakes Basin, the planet's largest continuous body of fresh water, is surrounded by a huge population: 40 million people - one in three Canadians, one in 10 Americans.

The Great Lakes face growing demand from industry, power plants, farms and urban sprawl. Water levels are at historic lows in some Great Lakes.

FACTS EXCERPTED FROM: "CANADA'S WATER CRISIS 'ESCALATING' - CANADA IS CRISSCROSSED BY INNUMERABLE RIVERS, SOME OF WHICH FLOW INTO THREE OCEANS." [Vancouver Sun](#)

“GETTING INVOLVED IS A WAY TO CONNECT AND FIND OUT HOW PEOPLE ARE BUILT.”

Dove Champagne

WHAT IS IN A NAME.

The word 'dove' symbolizes many things. Gentleness. Faith. Peace. And constancy. Sybase Tech Writer Dove Champagne is proof that indeed, there is something to a name.

Dove grew up on a small family farm in Flesherton, just outside Waterloo. On the farm, Dove learned the value of team work within a very important unit - family. She loved how 'doing' - no matter what the doing was - made a difference that mattered.

A co-op graduate of the University of Waterloo, Rhetoric and Professional Writing program, Dove's co-op work-terms led her to Sybase. Discovering a work culture that suited her life, she moved from her last co-op work term to full-time role at the company upon graduation. After a decade, she has made a mark over and above her tech writing role.

I helped work our farm as a kid. I baled hay, picked up stones, fed baby calves, whatever needed doing. When you all pick stones, you make a big pile pretty fast. Work ethic develops in a hurry when you see the results.

My dad used to tell us working was special family bonding time – which looking back – I see it truly was. We spent a lot of time together in the outdoors. It never felt difficult; it always felt like fun.

I have a strong connection with faith. I believe it is important to show what you believe through your own actions. Part of what makes me tick is being engaged and involved, wherever I am. I've

always done that in my personal life, and I am lucky to work in a corporate environment with the same philosophy.

Without relationships, you have no idea what people might be up to or up for. Getting involved is a way to connect and find out how people are built. This company is really good at engaging employees, not just about work but about other things, like philanthropy. They encourage participation and make it easy for anyone to take ownership of a cause close to their heart.

We raised over \$13,000 this year – over half went directly to the Food Bank. There are



My dad had a way of involving everyone.

When my husband and I were dating, I'd ask my dad if it was okay if I went out. He would counter my request with his own: "Why doesn't Wayne help us bale hay?" There aren't a lot of activities you can do in the city that require help from an entire family, and if possible, boyfriends too.

two categories of giving – employee driven and Sybase organized. There is something going on to raise funds or resources almost every week.

This is our normal. I am fortunate to have a supportive work environment; it's part of why I love my job. The other part, of course, is the work. With new trends and features being added to our product lines all the time, my work is always interesting.

I make cakes. I started four years ago. I bake them from scratch then decorate them. When I took my last course, my supervisor asked me to bring my homework in to work. **KC**



Sybase, an SAP Company

CHANGE IS GOOD NEWS.

Software giant, Sybase, was the first tenant to locate in the Research Park. A leader in information management solutions, chances are if you use multiple mobile devices in your workplace, Sybase is the reason why you can use them – hassle-free.

In the corporate world, most people couldn't do their jobs effectively without mobile devices. Contacts, communications, scheduling and organization are now facilitated by pieces of hardware within easy reach.

The platform assortment we have to choose from is literally mind-boggling. Desktop? Laptop? Tablet or Smartphone? Maybe – all of them. And then there is brand. You can choose BlackBerry, Apple or Android. Perhaps, you are one of those who prefers to mix things up, using a BlackBerry in conjunction with an iPad.

Today, we expect our devices to integrate flawlessly and discretely. But the truth is – neither would be achievable without mobile device management (MDM) software, such as the ones developed by Sybase.

Senior Director at Sybase, Dan Ortega explains that a few years ago RIM dominated the business world with BlackBerry. Then the Smartphone market exploded with the release of Apple's iPhone and Google's Android.

"If you can standardize the hardware people use, things are easy. But when employees suddenly introduce a variety of mobile devices into the corporate environment, things become complex," says Ortega.

Sybase's software solutions help solve the problem.

First: Optimizing mobility. Many companies create unique enterprise applications across many departments. Sybase's Unwired product makes all the applications work across a breadth of devices.

"The way an application looks on your computer isn't how it will look on your iPad," Ortega explains. **"The display is different, the interface is different, and the way your device sends and receives**

information is different. It's a whole different animal."

Middleware like Unwired acts as a buffer between mobile devices and the servers that host the applications. The buffer converts the application to the necessary platform for each device. Everything configures to work on the device's display, whether through finger swipes, scroll bars, or a mouse.

A second application, Afaria, addresses issues around security.

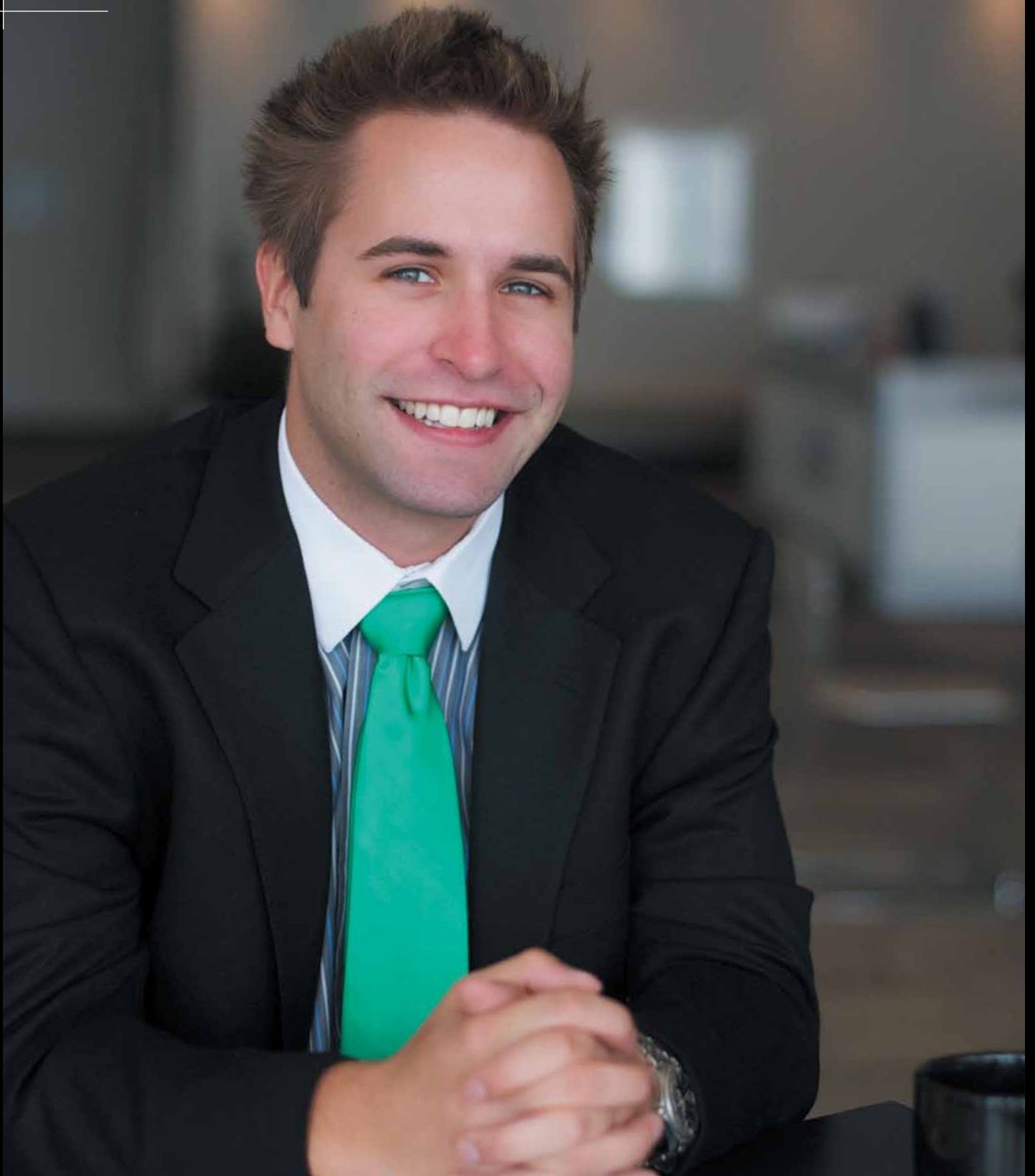
A lot of sensitive information and correspondence leaves the office regularly in employee's pockets via their mobile devices. It's important for corporations to have a level of control over that information. Afaria protects information that could potentially fall into the wrong hands.

"If a phone is lost or stolen, we have the ability to do a remote device wipe or data fade, which does a remote wipe if the device is inactive for a length of time. Afaria also automatically updates devices with security upgrades and new applications, without the owner doing a thing," continues Ortega.

Sybase provides what he likes to call **"full device life cycle management,"** so companies can always know where information is, who has it, and who shouldn't. Looking forward, Ortega predicts Sybase will focus on needs of the mobile market as it flexes and grows.

"After all," he explains, **"mobility touches everything."**

Despite the break-neck speed of change, Ortega isn't concerned about Sybase keeping up. With a customer-base of 4 billion users – and the fact that they have been at the front of MDM technology since the dawn of the 21st century – **"Whatever happens in the market, no matter how you slice it, will be good for us."** **DG**



“When everyone is fighting towards the same goal,

Qwalify

FACTORING IN FIT.

Not until recently did Phil Noelting figure out his driving force - though he pondered long and hard about it. He questioned whether it might be a sense of accomplishment, the prospect of seven-figure revenues or peer recognition.

So how does Noelting intend to make his mark on the world? His journey begins with a product that will revolutionize the hiring process and help workers love going to work.

Picture the scenario. An applicant walks into the interview with an impressive resume. They have degrees, experience and big players under their belt. Fast-forward three to six months later; the employee is gone. They either missed the learning curve or didn't mesh with the corporate culture.

Noelting believes that you'd have more workers enjoying their job if they were hired for attitude, rather than just skills.

One of the Accelerator Centre's promising tenants, Qwalify isn't your typical recruitment company. In addition to the standard resume search, it puts applicants through psychometric assessment. Applicants are scored and ranked in relation to each employer's unique logarithm. The end result: The beginning of a great working relationship.

"Our mentality is that if you find the right person with the right ambitions and the right corporate culture match, it doesn't matter what they know or what they've done in the past. You can train them to do anything," explains Noelting.

Noelting is confident about his product's abilities because of the science behind it. Qwalify works with Atlanta-based consulting agency, TalentQuest, using their assessment techniques.

"We've automated a consulting-based approach. Working with TalentQuest, we've integrated their assessment as a stand-alone tool. The core science behind our matches is based on our partner's 40 years of experience in the talent industry," continues Noelting.

Employers on the site create their own filter with a customized algorithm based on what they want concerning working style and attitude. This initial assessment is attached to a resume that takes the job seeker no more than five minutes to complete. Then the software ranks the most eligible candidates. From here, employers can select the finalists for full psychometric assessment.

Originally from Toronto, Noelting developed an itch for business growing up in an enterprising family. This influenced his decision to attend Babson College in Boston to learn about entrepreneurship. At school, he developed the Qwalify concept and assembled his team.

Noelting chose the Accelerator Centre over numerous incubator facilities in the United States because he knew he'd have a better chance to get his business going in Waterloo. Tech start-ups aren't the same south of the border.

"It's a little like boot camp," he says. "There's an expiry date on your head as soon as you walk into a place - it's a real dog-eat-dog world."

Once he moved his business from Boston, MA, he was shocked to find himself in a nurturing environment. He and his team could invest their time without worrying about deadlines or competition. **"The great thing about the Accelerator Centre is that you don't really have to look over your shoulder too much. I was floored to realize that nobody was breathing down my neck to see what I was doing."**

Noelting felt the energy in the place upon his first visit, **"When everyone is fighting towards the same goal, the energy is contagious."**

The energy side-effects translates into 12-hour workdays for Noelting. But he doesn't mind; he loves going to work. **"I want to make a happier work place. I want people to be able to navigate the job market without heartburn and pain,"** he says.

And that is what he realized was his driving force and the mark he wants to leave.

Noelting believes everyone belongs somewhere. He's found where he belongs and now he is helping other people find jobs they love.

"In the last few years, I realized what drives me more than anything is the ability to do something I'm passionate about. I need a job that has the possibility of changing the world, one happy employee at a time." DG

the energy is contagious."

Kids & Company

SEEING IS **BELIEVING.**

When the Wright family moved from Calgary to Waterloo, it was painful. Jonathan had to remain out West for a few weeks to finish up a project. His wife Julie and son Luke went on ahead, settling into their new life in Waterloo.

The weeks were toughest on dad Jonathan; he missed his son Luke terribly.

Almost nothing can alleviate the pain a parent feels when separated from their child, unless your child happens to attend Research Park daycare, Kids & Company (Kids & Co.).

One of the features the daycare offers is real-time viewing of children via the web. Kids & Co. provides web broadcasts from the recreation area where children spend most of their time. Another company, Daycare Webwatch, provides each daycare client/parent with a unique login and password so they can stream content any time of the day on their computer or smartphone.

Now a Canadian franchise, Kids & Co. founder/CEO Victoria Sopik thinks a little differently. Although she doesn't believe web cameras will become a standard in day care service, she does believe in the value of an add-on that enhances the typical parent daycare experience.

"We like the parents to see and be a part of their kids' lives. Even when they're not here, parents can see anything else going on in the classroom," she says. "Sometimes the kids are just playing, sometimes putting on a play. With this - parents get to watch their child from anywhere with web access during the workday."

For Jonathan, it was simply a matter of missing his son.

"I was heartbroken to be apart from Luke even for a couple of weeks. But at least I was able watch him every day for several hours a day," says Jonathan.

His wife Julie, who was just across town and not across the country, had a different reason for logging on. **"When your child first starts at a daycare, it's a common experience to develop a guilt complex. The web camera reinforces that your kid is actually okay. Maybe they cried when you left, but when you see them playing with other kids, you know everything is just fine,"** she explains.

Sopik points out, **"Sharing the precious moments of children's lives can go beyond just the parents. Extended family members can obtain access to a login. In one particular instance, the web camera was a way for a child's grandparents in China to see their grandchild."**

Right now, Kids & Co. offers only a one-way portal. That may change in the future. Sopik thinks one day it would be interesting to have two-way communication. Some of the older kids could email their parents for a certain activity they wanted them to see.

In the meantime, even though he has rejoined his family, Jonathan still takes full advantage. **"I can recognize Luke so quickly out of a bunch of little bumps on the floor,"** he explains. **"I can pick him out by the shape of his head or the way he's laying."**

When he picks Luke up at the end of the day, he usually gets him to wave at the camera to Julie, still at the office. **"I don't think he gets the concept. But he knows it's a camera when I say, 'Mama's in there watching us!'** But I'll make him blow kisses anyway," says Jonathan. **DG**



PATENTS AND EX-PATS

Tai Nahm is a Registered Patent Agent and partner at local law firm, Miller Thomson, LLP. A resident of Waterloo during his under-grad days at the University of Waterloo, Tai came back to the region to specialize in Intellectual Property law. Lured back by the prospect of “endless opportunities” and less than a year later, Tai has already built up an incredible network and started to grow his own roots.

I grew up in small-town Brantford. I chose System Design because I wanted to keep my options open; it gives you a lot of exposure to many different areas. I chose UW because of co-operative education. I really liked the idea of getting out to the workplace right away. I ended up with six work terms at IBM and paid my way through school.

Without my sister's influence, I would never have thought about law. She told me about patent law and suggested I think about it. My career plan was to work in the computer industry a few years then head back to school for my MBA. I applied to both business and law school. On my sister's advice, I decided to defer business school to give law school a chance. I tried it and loved it right away.

Answers aren't so black and white in law – they're subjective. Being an engineer, switching my thinking took some adjustment. At the end of the day though, it wasn't so different. Law is about solving problems – just like engineering – except you take on a different approach toward resolution.

I'm smack dab in the middle of everything in Waterloo. When I worked in Toronto, I heard a constant buzz about all the tech start-ups in Waterloo. After gaining experience in patent law at both boutique and larger law firms, I felt ready for my next move. I intentionally looked to locate in Waterloo; I wanted to be on the ground floor with the action. Since being here, I've run into a lot of Toronto ex-pats and our thoughts are similar: Waterloo is the place to be.

I seem to bump into everyone everywhere. Networking is totally different in Waterloo. Being located at the Research Park, there are constant collisions amongst the organizations in the park and UW folk. The great thing is – you start up these chats with tech start-ups or university professors or company CEOs that can lead just about anywhere. I used to bump into our Governor General, David Johnston, constantly when he was still here.

Nailing down IP at the beginning points you in the right direction. Working with tech start-ups at a stage where IP is the most important aspect of what is going on is incredibly satisfying. Plus – it is incredibly interesting.

If I had an alternate career it would be photography; it's the perfect mix of art and technology. In my student days, I used to develop black and white shots in the darkroom at UW. I've kept up my photo habit.

I was a film guy for a long time, but I changed my mind when digital resolution and image quality caught. That said, I still love film. When film cameras were taken off the market in lieu of digital, I went on a huge buying binge. I truly believe film will have a comeback, similar to the recent vinyl resurgence. **KC**

Tai Nahm
 “ANSWERS AREN'T SO BLACK AND WHITE IN LAW
 – THEY'RE SUBJECTIVE..”

My goals and dreams are pretty conventional. I want job satisfaction, to enjoy what I'm doing and have happy family. Thinking back, being an IP lawyer was never my long-term plan. One thing just lead to another. But it was a choice to be here. I wanted to become a part of the Waterloo community. And the longer I am here, the more I like it.

WATCH 2011 UPDATES:

* Waterloo Institute for Nanotechnology

What do you get when you take some of the brightest minds from nanotechnology and quantum computing and put them together in a \$160-million state of the art facility? No one quite knows yet, but there's a buzz in the air with July 2011 completion of the University of Waterloo Quantum Nano Centre (QNC)

Executive Director for the Waterloo Institute for Nanotechnology, Dr. Arthur Carty, is excited for the collaboration.

"It brings a large number of researchers together in one building to share a state-of-the-art fabrication and metrology complex. It will help incubate ideas and get people talking about common interests while creating great synergy between the quantum and nano worlds," says Dr. Carty.

The building possesses some unique architectural features, and its completion has coincided with exciting news from the nanotechnology world. One of the interesting aspects of the building is the steel structure fixed over the panels of glass on the south and west sides, serving as the physical icon for the Nano portion of the facility. The geometrical shape happens to resemble the structural make-up of a new Nano material, known as Graphene.

Graphene is a highly conductive material and scientists are currently exploring ways to utilize it as an efficient material for transistors. Two researchers at England's University of Manchester received the 2010 Nobel Prize in Physics this past October for the discovery.

Next up for Nano: Getting to work at QNC to produce some Nobel Laureates of their own.

* Saying hello from Kitchener

Since recently moving part of their office from the Accelerator Centre, everyone at Communitech's Digital Hub is pleased with the new space in downtown Kitchener.

The Tannery building is home for the new satellite location. The heritage site underwent extensive retrofitting

to make way for Communitech and other tenants. If you saw the building in its initial stages of renovation, you probably couldn't picture it being a forum of technological innovation.

"A year ago I thought that there was no way it was going to work, but we're really happy with the location," says Kevin Tuer, Communitech's VP of digital media. **"We love the building, but what really counts is what goes on inside. Downtown Kitchener is a great place for us because in many cases our tenants are looking for that urban lifestyle and not just a place to work. But we'll never forget our Research Park roots."**

* Adrian Conrad upping the ante.

After developer Adrian Conrad built his first R + T Park building, the Accelerator building, he decided to up the ante. At the time of construction, the building was highly regarded for its environmentally friendly design and sustainability features. When his next building went up, Conrad had built Southwestern Ontario's first LEED Gold NC multi-tenant building.

"When we planned the buildings, environmentally smart design was part of our philosophy. But a secondary goal was to elevate community awareness about sustainable building. Surprisingly, we soon started to hear more about it," says Conrad.

This summer's opening of 375 Hagey Boulevard will mark Conrad's third park contribution with environmental design in mind. Tenant AGFA Healthcare is eager to make the jump from Phillip Street to their new park digs.

Next in line is a building dubbed Tech Park IV which will also aim for LEED certification, continuing to set an example for Waterloo Region and environmentally conscious construction.

"With each new building, we're trying move things another step ahead," explains Conrad. **"When we started building in the park there wasn't anyone else in the area taking on our approach. Hopefully, our work will create an awareness that will spark others to ask for environmentally sound construction."**

DANGEROUS EVENT DIVA

That's Lisa Thompson's nickname at local tech organization, Communitech. It's a representation not just of her planning skills in her role as Director of Events and Engagement, but also of her personality and thirst for life's next big thrill. Her role within the organization is varied; in addition to event planning, she inspires external communication between government and tech and builds bridges for Communitech's growing number of start-ups.

'Dangerous Event Diva' isn't my official title so much as my AKA. I think I'd have to credit our Marketing Director for tagging me with it. We can be a little nick-namey around here, some appropriate and some not so much. The Dangerous Event Diva title passed the appropriate test and just sort of stuck.

Adrenaline Junkie. I drive a motorcycle, a Kawasaki Vulcan 900. I also sky dive, and I've bungee jumped. I think that the word dangerous comes partially from work and partially from what I do during the rest of my life. I'm starting to think I'll have to cut back on some of the adrenaline junkie stuff and focus on some new things. I'd like to travel to a lot of places in Europe - definitely Greece and probably Australia.

I am the Director of Events and Engagement, which means I oversee all of the event initiatives for the organization. We're event-intensive, running 40+ every year including our tech leadership conference, entrepreneur week, and a regular breakfast series. With private dinners, government consultations and whatever else pops up, there is always something going on around here.

What else I do? I interact with Communitech members to help them gain a better understanding of how they can take advantage of the opportunities our

network offers, become connected in the community, and make best use of their membership.

People ask if I'm dangerous or if the events are dangerous. It's me - I'm known to be fierce at times. Our events really aren't dangerous, but they require a certain personality type. A lot of factors come into play to plan and pull off a successful event; events tend to require high octane energy. You have to know everything that's going on, more so than other people's jobs because there's so much planning, decision-making and detail. Event people have to keep everything under control, so you need the kind of personality that can handle the associated stress.

Working in a nontraditional work environment works for me. I'm pretty untraditional, so it's a good fit. We do very thoughtful planning in the summer, but we also stay pretty fluid because events often arise outside of our scheduled ones. To cover that, we have an event category called 'Surprise Random Events.' If a government agency wants us to put on a conference

or a partner wants to connect with us, we have built-in flexibility to work on the fly.

This is my favourite job of all time. I come from an entire life working in the hospitality industry, and tech was a real change. But it is so exciting and healthy right now. Communitech is a not-for-profit, and I've never worked for this type of organization before. They have an incredible collection of amazing people. And I also love how supportive the overall community is to Communitech and the tech community in general.

This is a place where tech is bubbling and growing. I love being in the Park. We were the second company to move in after Sybase. People were so excited about what was planned for the park. With all the growth we've been through, it feels truly amazing because you are a part of this.

The whole start up faction is fascinating. People are sitting here working on what might be the next big thing - or already bringing it to market. DG

A woman with short blonde hair, wearing a red sweater and a chunky silver necklace, is smiling and leaning over a white table. Her hands are clasped together on the table. The background is a blurred orange wall.

Lisa Thompson

“ WE'RE AT THE PERFECT STORM OF THE RIGHT COMPANIES, THE RIGHT PEOPLE, AND THE RIGHT TIME. ”

Mespere Lifesciences

A MATTER TO TAKE TO THE HEART.

Dr. Xuefeng Cheng hopes to revolutionize the medical landscape. Since 2008, Dr. Cheng and his development team at Mespere Lifesciences have been working inside the Accelerator Centre on their first product, the Non-invasive Central Venous Pressure Monitor.

The key word in Dr. Cheng's device is **"non-invasive."** The technology he is working on is intended to replace catheterization as the most accurate method for measuring central venous pressure (CVP) of the heart.

Dr. Cheng's inspiration arose from a conversation with a group of doctors several years ago. The professors were discussing the ideal device to measure cardiac output for heart failure patients; they wished to have one that could be totally non-invasive. The conversation made him realize clinics needed better tools to measure heart activity.

The current method to measure CVP uses a central venous catheter (CVC) inserted through a large vein in the neck, chest or groin. The line is directed through the vein into the right atrium of the heart. It's a timely, expensive and painful procedure. The current method costs \$2,000 per procedure and can lead to infection or other complications. Using a CVC also requires hospital recovery time.

Dr. Cheng's monitoring device costs between five and ten dollars per patient, takes seconds to acquire results and is a pain-free experience.

"Catheterization was invented more than a century ago. Since inception, people have been trying to find an alternate non-invasive method. It's only a matter of time before we replace invasive procedures - that's for sure," he explains.

With Dr. Cheng's device, a disposable sensor patch is placed on the patient's neck. The monitor shoots near infrared photons at central venous blood vessels under the skin, and within five seconds, it measures the CVP by calculating the flow of the blood.

The absence of a catheter, in conjunction with the device's mobility, means that patients with chronic illnesses would no longer be relegated to a hospital bed; rather, they would be monitored while living their day-to-day lives.

"It's a cost difference, and it's a risk difference," explains Dr. Cheng. **"Hospital operating costs are dramatically cheaper and risks of infection - non-existent."**

The initial response to his prototype from the medical community has been positive.

"We talked to doctors at Harvard, McGill and McMaster, and they hadn't seen anything like it before. Once they recognized our main principle and how simple it was, they loved it," he says.

Dr. Jack Hirsh, Professor Emeritus in medicine and Director of the Henderson Research Centre at McMaster, was the first to appreciate the product's potential as a teaching tool in medical schools. In 2009, Mespere was selected for the new technology showcase at the annual LifeScience Alley Conference and Expo. They've also been asked to exhibit their work at the annual Medical Design & Manufacturing trade show in Minneapolis, the only Canadian-based company chosen this year.

Fast-forward to now. Dr. Cheng finds himself and his team positioned to launch their product into the market sometime this year. The medical device industry is constantly evolving. New technologies are making way for new products that improve the patient experience and minimize cost. It's only a matter of time before Mespere is recognized for their contribution. **DG**



CVP is the blood pressure at the vena cava in the right atrium. Gauging the flow of blood helps doctors determine how efficiently the heart is pumping. The measurement is critical for patients suffering from conditions such as heart failure or accumulations of fluids within the heart and body.



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www.bus-edpartnership.org



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www.cdmn.ca



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www.innovationcentre.ca



Canadian Water Network

The Canadian Water Network (CWN) was created as one of Canada's Networks of Centres of Excellence (NCE), to develop opportunities related to the provision of safe, clean water. In collaboration with universities, government and industry, the CWN has developed a variety of scientific projects and initiatives that address key water-related issues facing Canadians.

www.cwn-rce.ca



Capacity Waterloo Region (CWR)

Capacity Waterloo Region (CWR), a five-year pilot project to fuel social innovation, has opened a new office in the Accelerator Centre. CWR is helping to build an enabling environment that brings together resources from all sectors to support non-profit leaders and social entrepreneurs and the ideas that will build lasting social change in our region.

www.capacitywaterlooregion.ca



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	<h3>National Research Council Industrial Research Assistance Program</h3> <p>The NRC Industrial Research Assistance Program (NRC-IRAP) provides a range of technical and business oriented advisory services, along with potential financial support for small and medium-sized Canadian enterprises with a focus on science and technology. NRC-IRAP supports innovative research and development and commercialization of new products and services.</p> <p>www.nrc-cnrec.gc.ca</p>
 <p>Ontario Centres of Excellence Where Next Happens</p>	<h3>Ontario Centres of Excellence (OCE) Inc.</h3> <p>Ontario Centres of Excellence (OCE) drives the commercialization of cutting-edge research to strengthen Ontario's economy and enhance its global competitiveness. OCE also fosters the development of promising innovators and entrepreneurs, working with Ontario's industry, universities, colleges, research hospitals, investors and governments.</p> <p>www.oce-ontario.org</p>
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 <p>POHSA</p>	<h3>POHSA Inc.</h3> <p>POHSA is an interactive social shopping platform with the aim to provide a convenient solution for online shoppers. The concept is to bring together the interactive three-dimensional (3D) technology combined with the social aspect of online shopping.</p> <p>www.pohsa.com</p>
 <p>PRIME health . wellness . performance</p>	<h3>Prime</h3> <p>Prime is a Registered Massage Therapy centre. Services include joint manipulation, massage therapy, myofascial release techniques, acupuncture, therapeutic modalities, orthotics, and exercises for injury rehabilitation. PRIME is located within Columbia Lake Health Club.</p> <p>www.primewaterloo.ca</p>
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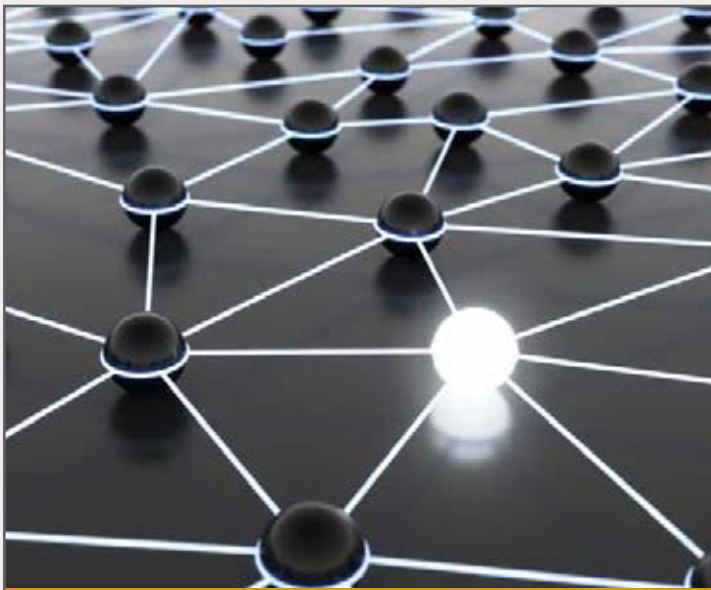


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Million
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THE LAST WORD

Early inspiration...

During my doctoral work, my supervisor, Dr. David MacKay, gave me a lot of space to do what I wanted. He used to come into my lab every Friday to check things out and then take me out for a drink and chat.

After filling him in the nitty-gritty details of my research that week, he always prompted me to think beyond just lab reports. He challenged me to think about a very important question: "What does this little thing I am doing in my lab find its way to more?"

He taught me it is imperative to remember that no matter what your work, it is a stepping stone. The one part, made by you, may indeed change some small thing, but it can also be the stepping-off point for someone else, who will build on your discovery.

Passion for energy...

Energy research is one of the most important areas of growth right now. It took the forefront during the '80s fuel crisis and has remained there since. Energy is necessary to sustain humanity as we know it.

My research centers on thermal fluids. I deal with anything that moves, cools, heats or generates/uses energy. That interest can encompass vast areas – anything from fluidized beds that create bio-gas from agri or sewage waste to fuel cells that use gas and create renewable energy.

Things left behind in the evolution of a career...

The only thing I miss right now is not being able to teach. I loved the interaction - to see the spark in students' eyes when they truly got it. I was driven by the awareness that it was my responsibility that students learn; the challenge for me was to find ways to create a spark.

After each class, I would literally be soaked in sweat with the intensity of my teaching efforts. It was like conducting a symphony of so many intricate, yet equally important, parts. The feeling at the end, when students lingered after class to hear more or ask questions, was incredible.

Making things better from the inside out...

My first move into administration was a natural outcome of my passion for teaching. When I started my career, I took on a lot of graduate students. I understood what they needed to be successful.

Initially, I took on the role of Associate Dean of Graduate Studies, so I could help create a better structure to support graduate students. I could see first-hand the impact of my efforts. I thought I could do more and became a Dean. In this role, I extended my reach to include more initiatives and enhanced opportunities for students.

As my roles have progressed, my perspective has broadened to encompass an environment that connects to the world from all perspectives – government, business and culture. I'm in a position to articulate the importance of scholarship to those sectors because of my experience with students and research.

Understanding all the facets...

Industry used to compete locally; now it competes globally. That's not news. That's life as we know it. Innovation is a commodity. If Canada is to continue to enjoy a high standard of living and contribute to the world, we must innovate.

We must ensure we are an integral part of the knowledge supply chain. No knowledge is ever wasted. Questions will always need answers – some will find immediate application now and some later.

State-of-the-art knowledge comes from research - it is another dimension. With this dimension, innovation becomes possible. Yes, fundamental competencies must be in place - critical thinking and assessment can always improve on what we already do. But solving human needs and challenges that are compounded constantly as society evolves demands research.

Equipping students with everything we possibly can...

My job is to promote curiosity-driven scholarship and research and make it integrate with the business of the university. Everything needs to link together – the better interwoven, the greater the impact.

Co-op education melds everything together; it is the biggest adventure at this university. We begin with high-quality, relevant, fulfilling programs. Then we create opportunities for students to use the knowledge they gain in the workplace, before they graduate.

With student enrollment on the rise, we must maximize the opportunity to express and articulate thoughts in the classroom. We use technology to make the classroom as useful as possible and to give students opportunity to speak.

What is on my mind now...

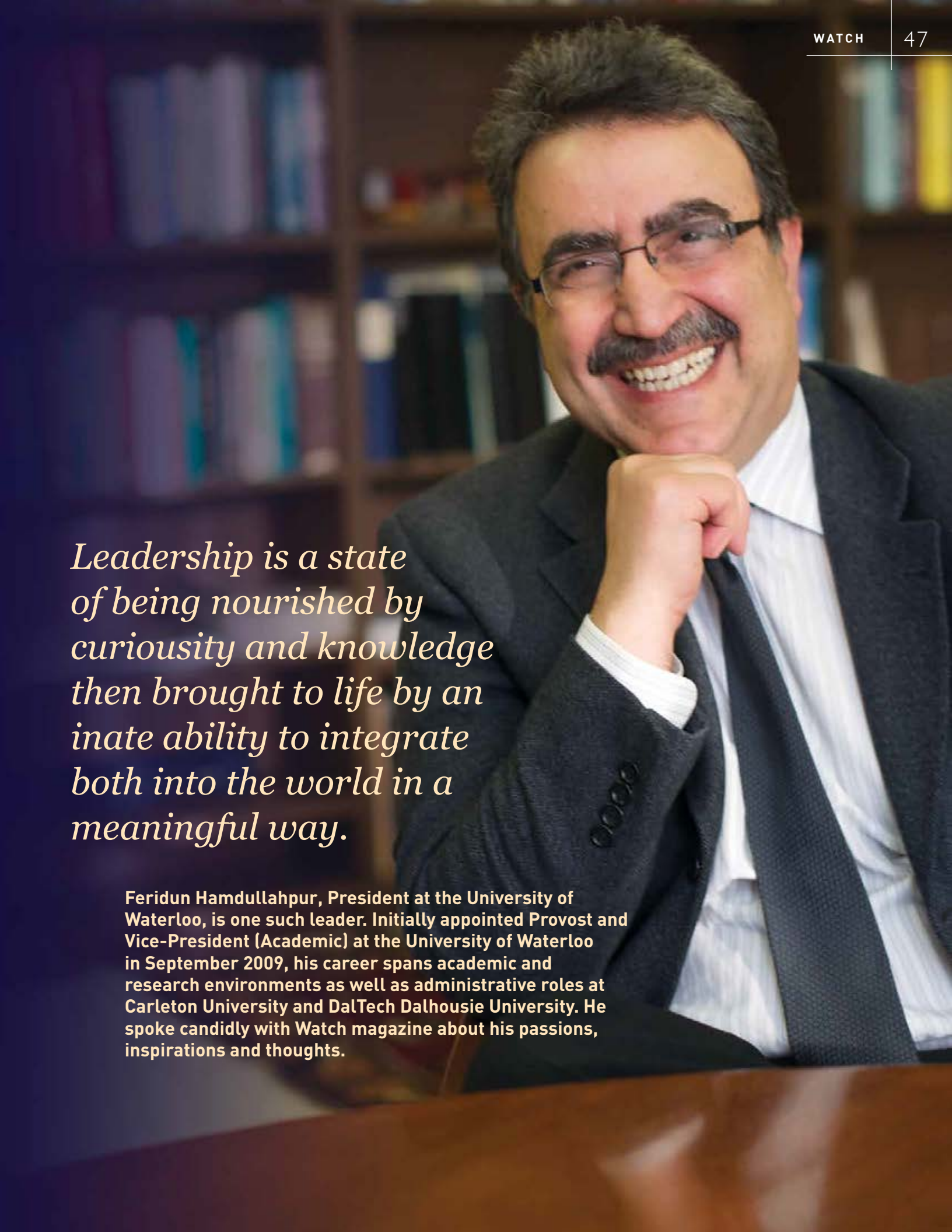
We cannot take anything for granted. Energy, air, water, food, bodies, health, culture and music are all part and parcel of society.

Living in fast forward, it becomes easy to forget the things that we enjoy in life. While we invest on advancing technology, so too must we invest in our cultural world. The journey to creativity includes a broad understanding of everything.

Taking a closer look ...

It is important to clarify the distinction university offers: Freedom to teach, to think and to speak. Out of this environment, the thoughts, minds and abilities to create knowledge are not constrained.

It is also important to understand the differentiator Waterloo offers: Connectivity. We plug our campus into the world beyond the borders of our buildings, our province and our country. [KC](#)



Leadership is a state of being nourished by curiosity and knowledge then brought to life by an innate ability to integrate both into the world in a meaningful way.

Feridun Hamdullahpur, President at the University of Waterloo, is one such leader. Initially appointed Provost and Vice-President (Academic) at the University of Waterloo in September 2009, his career spans academic and research environments as well as administrative roles at Carleton University and DalTech Dalhousie University. He spoke candidly with Watch magazine about his passions, inspirations and thoughts.



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Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: GREATER LAFAYETTE COMMERCE

Contact Name: SASCHA HARRELL

Email:

SHARRELL@GREATERLAFAYETTECOMMERCE.COM

Project/Item Name: DISCOVER MAGAZINE

Category for Entry: MAGAZINE

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) 200K-500K

Date Project Began: November 2010

Date of Completion (if applicable): January 2011

For Entries in Categories 9 & 10, Enter Your Web Site URL:

PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

Select:

- ☒ Promotional Award Categories 1-8 – See Sheet A (page 9)
- ☐ Internet and New Media Categories 9-11 – See Sheet B (page 10)
- ☐ Program Award Categories 12-22 – See Sheet C (page 11-12)
- ☐ Partnership Award Categories 23-25 – See Sheet D (page 13)
- ☐ Leadership Award Categories 26-30 – See Sheet E (page 14)

Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS. YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

When prospects, whether a new business or new resident, think of Greater Lafayette, Purdue University is typically the first thing they think of, according to surveys and interviews. Greater Lafayette Commerce set out to create a promotional piece that highlighted all that our community has to offer and the result is Discover Magazine. Steady growth and an exciting evolution in the technology industries are what defines the economic profile of the Greater Lafayette Commerce region over the past few decades. Building on a strong economic base in world-leading agriculture and advanced manufacturing, Greater Lafayette—home to Purdue University—has also become a gravitational pull for high-tech companies specializing in life sciences, information technology and engineering.

Published annually, Discover Magazine highlights the quality of life in Greater Lafayette and also the thriving sectors from the perspectives of an entrepreneur, advanced manufacturing, Purdue Research Park, knowledge-based businesses and service sector. Articles in the 48-page publication feature everything from business assistance to the arts, education, living, industry and commerce.

2. What is the goal or purpose of this project?

The goal of Discover Magazine is to promote the non-business culture and quality of life areas that will attract and retain professionals, including young professionals. Discover Magazine also appeals to new businesses and entrepreneurs by

promoting the image that Greater Lafayette is a growing hub for creative enterprise and innovation.

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

Discover Magazine is used by local companies as an executive recruitment tool and its success is marked by these companies continuously stepping up as a paid advertiser in this annual publication.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

Greater Lafayette Commerce submits Discover Magazine as part of RFIs to site selectors. The feedback has been overwhelmingly positive as this one promotional piece highlights all that is great about Greater Lafayette and why it is the place of choice to live, work, raise a family AND do business.

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

Discover Magazine could be replicable or transferable in regards to concept. There is no reason why other communities looking to attract new business and reach out to site selectors should not have a publication of this nature.

6. In what ways is this project innovative or creative?

The Greater Lafayette Commerce viewed Discover Magazine as an opportunity to showcase all the things Greater Lafayette has to offer to potential companies and showcase to site selectors about the community. Prior to this publication there was no such publication that highlighted the communities innovative incentive programs, economic growth strategy, and world-class workforce and workforce training programs. As well as highlighting the quality of life, community and education.

7. Are there any other relevant details not covered above or specific to your category?

No

CATEGORY DESCRIPTIONS AND JUDGING CRITERIA

A. PROMOTIONAL AWARDS

PLEASE REFER TO THIS SHEET WHEN COMPLETING THE PROJECT DESCRIPTION SECTION OF THE ENTRY FORM FOR A PROMOTIONAL AWARD.

These awards recognize innovative and effective marketing materials used for attracting, retaining and fostering business as well as communications vehicles used by economic development organizations.

Judging Criteria for Categories 1-8:

Promotional Awards will be judged by the following criteria:

- Effectiveness of the promotion
- Innovation/creativity
- Quality and completeness of information
- Contribution to the economic development profession

Descriptions:

1. General Purpose Brochure

A brochure introducing your state, province, community, region or area to prospects for industrial, commercial, retail, or general development opportunities. The most effective brochures create a positive image of the area for its quality of life and cultural, educational, or other attributes.

General Purpose Promotion – *Discover Magazine*

When prospects, whether a new business or new resident, think of Greater Lafayette, Purdue University is typically the first thing they think of, according to surveys and interviews. Greater Lafayette Commerce set out to create a promotional piece that highlighted all that our community has to offer and the result is ***Discover Magazine***.

Published annually, ***Discover Magazine*** highlights the quality of life in Greater Lafayette and also the thriving sectors from the perspectives of an entrepreneur, advanced manufacturing, Purdue Research Park, knowledge-based businesses and service sector.

The goal of ***Discover Magazine*** is to promote the non-business culture and quality of life areas that will attract and retain professionals, including young professionals. ***Discover Magazine*** also appeals to new businesses and entrepreneurs by promoting the image that Greater Lafayette is a growing hub for creative enterprise and innovation.

Discover Magazine is used by local companies as an executive recruitment tool and its success is marked by these companies continuously stepping up as a paid advertiser in this annual publication.

Greater Lafayette Commerce submits **Discover Magazine** as part of RFIs to site selectors. The feedback has been overwhelmingly positive as this one promotional piece highlights all that is great about Greater Lafayette and why it is the place of choice to live, work, raise a family AND do business.

Discover Magazine could be replicable or transferable in regards to concept. There is no reason why other communities looking to attract new business and reach out to site selectors should not have a publication of this nature.

The Greater Lafayette Commerce viewed **Discover Magazine** as an opportunity to showcase all the things Greater Lafayette has to offer to potential companies and showcase to site selectors about the community. Prior to this publication there was no such publication that highlighted the communities innovative incentive programs, economic growth strategy, and world-class workforce and workforce training programs. As well as highlighting the quality of life, community and education.



2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: Greater Houston Partnership
Contact Name: Kimberley Baker Email: kbaker@houston.org
Project/Item Name: Opportunity Houston Magazine: "Genius" Issue
Category for Entry: Promotional Awards: Magazine
Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) > 500 K
Date Project Began: Nov., 2007 Date of Completion (if applicable): ongoing
For Entries in Categories 9 & 10, Enter Your Web Site URL: www.houston.org

PROJECT DESCRIPTION

Please refer to the *Category Description and Judging Criteria Sheet* corresponding to your category when answering the following questions in the space provided.

Select:

- ☒ Promotional Award Categories 1-8 – See Sheet A (page 9)
☐ Internet and New Media Categories 9-11 – See Sheet B (page 10)
☐ Program Award Categories 12-22 – See Sheet C (page 11-12)
☒ Partnership Award Categories 23-25 – See Sheet D (page 13)
☐ Leadership Award Categories 26-30 – See Sheet E (page 14)

Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS.
YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

2. What is the goal or purpose of this project?

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

6. In what ways is this project innovative or creative?

7. Are there any other relevant details not covered above or specific to your category?

2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM CHECKLIST

PLEASE COMPLETE AND INCLUDE WITH YOUR ENTRY PACKET.

☐ This entry contains a multi media component to be viewed by judges.

☐ Audio

Quantity: _____

Description: _____

☐ Video

Quantity: _____

Description: _____

☐ Website:

☒ I have included 5 copies of the entry form (pages 7 & 8) AND supplemental information.

(Only one copy of the payment form - page 6 - is required)

☒ I have included an electronic copy of my complete entry.

For Office Use Only: _____



**2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM
PROMOTIONAL AWARDS: MAGAZINE – OPPORTUNITY HOUSTON MAGAZINE’S DIGITAL AND
EMBEDDED VIDEO GENIUS ISSUE**

1. Please provide a brief description of the project.

The first issue of *Opportunity Houston* magazine debuted in November, 2007. The magazine currently has a circulation of 25,000 and is distributed to the Greater Houston Partnership’s 21,000+ members; 36 Houston area economic development organizations; 164 investors in the Opportunity Houston marketing and lead generation program; and targeted C-suite executives and site selection consultants in aerospace/aviation; biotechnology and life science; nanotechnology; energy; and IT. The Spring, 2011 issue is titled “The Genius Issue: Innovation at Your Fingertips.” Access to the current issue of the magazine is available at: <http://www.opportunityhoustonmag.com>. It emphasizes the Houston region as a hotbed of innovation and a launching pad for technology and features videotaped interviews with the business, entrepreneurial and medical communities. One of the highlights is an interview with a Methodist Hospital cancer doctor who is pioneering surgical techniques by using gaming, IT and engineering technologies through the groundbreaking Plato’s Cave. Through Plato’s Cave, physicians use a virtual anatomical patient and interact with radio beams to map a surgery.

2. What is the goal or purpose of this project?

The goal of the digital and video embedded version of Houston’s marquee business magazine, *Opportunity Houston*, is to spread awareness and spark interest of the region as a premier business and trade location to national site selection consultants, domestic and international corporate decision-makers and the economic development industry stakeholders. The “Genius” issue specifically targets IT, life sciences and investment stakeholders.



3. Who are the participants in this project? Who was involved in planning and implementation? Who is affected?

The Greater Houston Partnership's Opportunity Houston Marketing Department has teamed up with *Texas Monthly* Custom Publishing to select editorial, advertising and photographic coverage that best highlights the Houston region's business and quality of life assets. The business community and citizenry of the 10-county Houston region are positively impacted by the increased awareness of the area as a business magnet to domestic and international corporate decision-makers.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

The magazine has become a standard part of GHP's marketing efforts to corporate decision-makers, site consultants, potential investors and economic development stakeholders. The publication has continued to evolve, particularly the digital version, and enhance the brand and reputation of the Houston region as a business magnet.

Through the pages of the Genius issue of the magazine, readers will experience firsthand the innovations that are happening in the famed Texas Medical Center, the largest medical complex in the world; hear directly from an emerging company that has developed a camera and imaging for chemicals that will be particularly useful in the fight against cancer and other diseases. Readers also will find out about the Rice Business Plan Competition, the largest business competition – by purse – in the world. The magazine enhances economic development through



the power of storytelling. We take vital statistics, add context and find success stories, which moves the needle from awareness to leads and relocations.

5. Is this project replicable or transferable? Can it be adapted for use in other communities?

What lessons have been learned?

This project is replicable and transferable. Other communities can adapt this communications tool. The primary lessons learned are that it is cost-effective but still relevant to extend the brand of the Houston region to a wider audience through online methods.

6. In what ways is this project innovative or creative?

The *Opportunity Houston* magazine has become the business model for *Texas Monthly* Custom Publishing's relationship with other clients. GHP has been able to keep the Houston region relevant to decision-makers in an aesthetically pleasing and cost-effective manner by digitizing the publication.

7. Are there any other relevant details not covered above or specific to your category?

A copy of the "Genius" issue of *Opportunity Houston* magazine that is enclosed. I also invite you to view the embedded videos at <http://www.opportunityhoustonmag.com> on pages 3, 11, 19, 27 and 35.



**2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM
PROMOTIONAL AWARDS: MAGAZINE – OPPORTUNITY HOUSTON MAGAZINE’S DIGITAL AND
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1. Please provide a brief description of the project.

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2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: Economic Development Commission of Florida's Space Coast

Contact Name: Dina Reider-Hicks

Email: dreider-hicks@spacecoastedc.org

Project/Item Name: Spacecoast Business Magazine

Category for Entry: 7

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) >500k

Date Project Began: 2006

Date of Completion (if applicable):

For Entries in Categories 9 & 10, Enter Your Web Site URL:

PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

Select:

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1. Please provide a brief description of the project.

Please see separate profile

2. What is the goal or purpose of this project?

Please see separate profile

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

Please see separate profile

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

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Please see separate profile

6. In what ways is this project innovative or creative?

Please see separate profile

7. Are there any other relevant details not covered above or specific to your category?

Please see separate profile

IEDC AWARDS
PROMOTIONAL AWARDS - #7

Magazine

Criteria:

- A publication that is published regularly which addresses economic development issues or informs readers of the activities of your development organization.
 - Effectiveness of the promotion
 - Innovation/creativity
 - Quality and completeness of information
 - Contribution to the economic development profession

Project Description Narrative

Spacecoast Business Magazine
Economic Development Commission of Florida's Space Coast
Palm Bay-Melbourne-Titusville, FL

Spacecoast Business magazine is synonymous with business success in Brevard County. This award-winning monthly magazine is considered the most respected and influential business brand on the Space Coast, reaching over 121,000 readers and 27% of adults with household incomes that are \$75,000 and above. Space Coast Business Magazine debuted in April 2006 and has experienced growth exceeding 35% each year since its initial release.

The magazine captures the spirit of the community and serves as a cooperative and unbiased forum for local business leaders and organizations to share their best practices in business and economic development. By 2007, the company surpassed \$1 million in revenue and was firmly entrenched in the business community and recognized by many as one of the most influential voices on the Space Coast.

Each month focuses on specific topics relevant to the local business community, including highlighting entrepreneurs, women in business and economic outlook. This provides the Economic Development Commission of Florida's Space Coast (EDC) a spectacular opportunity to showcase our market strengths and highlight our volunteers in an area of expertise.

Specifically, the EDC contributes monthly to this magazine with the submission of two articles highlighting economic development. Lynda Weatherman, president & CEO, EDC, is featured in "By the Numbers," an article that is statistically driven and highlights relevant local economic data. A second article, "Best Practices: Economic Outlook," features economic development best practices from the perspective of an EDC investor.

This magazine keeps economic development at the forefront of readers' minds and educates readership on a variety of topics. This collaboration involves *Spacecoast Business* editors and writers, EDC Board members, staff, magazine readership and the general public.

The EDC also contributes feature articles throughout the year. *Spacecoast Business* magazine's research reveals that readership reaches key decision makers and high income buyers including households with \$75,000+ in annual income, top business, civic, and government leaders and influencers. The magazine demographics enable the EDC to put forth a message that deepens the understanding of economic development. In addition to the reach of the magazine itself, the impact is broad reaching with a network of linked websites.

The enclosed January issue illustrates the magazine's impact and effectiveness. The cover shot of "Superman" is depicted by Commissioner Robin Fisher, Chairman of the Brevard County Board of County Commissioners. He stands heroic and ready to "save" Titusville and strengthen the Space Coast's northernmost area. The cover feature spotlights a strong community leader who is making a difference in economic development in the local region.

Additional contributions to the economic efforts examine the outlook for 2011. *Spacecoast Business* magazine features interviews with each of our five Brevard County Commissioners. Discussions range from economic issues currently impacting our county to upcoming key initiatives and long term visions for the Space Coast. This magazine embraces reader education on economic issues and incorporates intriguing editorial that provides the latest business insights.

This magazine is the premier publication where the most prominent and the most successful companies and business leaders share their best practices in areas that directly impact economic development. It provides the most current information about economic development, key industries, workforce and more to help readers make better business decisions.

The feature story in the enclosed issue, on page 44, details economic expansions and relocations to the Space Coast poised to offset the impact of the Space Shuttle retirement.

The message delivered in the article on page 50, "Buy Brevard: Investing In Your Own Future," includes a chart that displays the economic impact of locally owned business and the importance of consumer and business spending staying in the local community vs. spending outside of the local economy.

Lynda Weatherman, President & CEO of the EDC, is featured on page 62, in the monthly article, "By the Numbers." January's topic discussed passenger traffic at the Melbourne International Airport. The article immediately following that feature is written by Kevin Gholston, a member of the EDC's Board of Directors and a Council Chair. "Best Practices in Economic Development," for which he is a guest writer, is another monthly feature of the publication. Kevin writes in this issue regarding the opportunities that exist beyond NASA with emphasis on our assets and opportunities that stretch beyond aerospace alone.

The magazine continues with various Best Practices, each composed by a key leader in the community speaking on a diverse range of economic development topics. Topics range from a banking executive speaking about legislation that will provide businesses access to capital, a critical issue nationwide, to an article detailing the tremendous options available for our workforce in spite of pending layoffs and a higher-than-average unemployment rate of 11.4%. The article focuses on seizing the opportunity of this high unemployment period to build a strong workforce and take advantage of the lower costs to hire.

All issues are similar in editorial content and have a direct impact in influencing public perception surrounding economic development goals and functions. This magazine is a direct driver of public perception of economic development and is created and illustrated in a way that informs, persuades, and educates its readers.

Space Coast Business Articles

By the Numbers

All by Lynda Weatherman

March-11	Labor Market Unchanged at Year End
February-11	
January-11	Passenger Traffic Surges: Entering 2011, local transportation leaders will be looking for a continuation of the gains recorded in 2010
December-10	Labor Market Holds Firm
November-10	The Ups and Downs of Consumer Confidence: Retail Spending Remains a Key Indicator
October-10	Home Sales Stumble: Median Sales Price Slips Below \$100k
September-10	Brevard Labor Market at Midyear: Across the Country, Labor Markets are Showing Slow but Steady Improvement
August-10	Sales Tax Collections Make a Comeback
July-10	Hope Rises in Hospitality
June-10	Labor Market Displays Encouraging Signs
May-10	Population Holds Steady
April-10	Permits Inch Up: Housing Trends Starting to Turn Positive
March-10	Mixed Signals: Labor Market Data Remains Inconclusive
February-10	Space Coast Performance Indicators: EDC Releases
January-10	Inaugural Research Publication
	Passenger Activity Falls: Airport and Port Canaveral Optimistic for New Year

Best Practices

Economic Development

Author

March-11	Measuring Florida Tech's Economic Impact: What is the Difference a World Class University Makes?	Robert Niebuhr, Dean FIT
February-11	Telling Our Story, Our Way, Why We Need a United Voice (PR)	Bill Cunningham, Local Business Consultant
January-11	More Than Just NASA: Everyone is a Space Coast Ambassador	Kevin Gholston, Vice President of Development for CVG Strategy, LLC
January-11	Shaping the New Economy: Effort Meets Opportunity Moving Forward	Bob Whelen, Harris Economic Outlook
December-10	Improve Your Company...and Contribute to Our Community's Well-Being	Rhonda Hester, Business Development Manager, Symetrics Industries
November-10	Innovation Starts at Home: Raising our Profile on the Global Screen	Brian Curtin, President, BRPH Architects
October-10	It's Your Business' Lifeblood: Better Cash Flow Forecasting Supports Growth	Wade Alliance, Market Executive, PNC, Central Florida
September-10	The Entrepreneurial Journey: Starting with an Idea, a Prayer and a Plan	Jim Barfield, President & Ceo of Luke & Associates, Inc.

Space Coast Business Articles - Cont'd

August-10	Breaking Out of the Box: Setting Yourself Apart as a YP	David Coalter, President Coalter Digital
July-10	Building Brevard's Competitive Edge: Turning Permitting Into an Asset Not a Quagmire	Michael Williams, President, M.H. Williams Construction Group, Inc.
June-10	Small Business Survival: Keeping a Competitive Edge in Uncertain Times	Suzie DeBusk, Founder, DragonPoint, Inc.
May-10	Growth Through Business Incentives: Key Tools for Spurring Development and Diversification	John Adams, President & Ceo of Enterprise Florida
April-10	The Power of Success: It's about Responsibility	Lynda Weatherman
March-10	Ploughshares into Swords: Investing In Our Competitive Edge	Paul Hanson, Vice President Operations/GM for BrightHouse Networks
March-10	Focusing on Regional Strengths: The Key to Shaping the 'New Normal'	Bob Whelen, Harris Economic Outlook
February-10	Women Mean Business: The Growing Trend in Economic Development	Carol Craig, Founder/Owner Craig Technologies
January-10	Building on Our Momentum into 2010: EDC Strategic Plan Gathering Local, State Support	Bill Cunningham