

# Business Edge

News Magazine

ONTARIO

OCTOBER 31, 2008 - Vol. 4, No. 22

**Building Wealth  
Through Real Estate**  
REDEV Properties  
**See Pages 13**

**CMS**  
Complete Mailing Service  
The Answer to Your  
Mailing & Printing Needs  
**See Page.....4**

## Small retail businesses bracing for chilly season

But mom-and-pop stores may still have advantage

By Laura Severs  
Business Edge

The forecast for this year's make-or-break holiday shopping season is decidedly chilly.

While Canadian retailers are expected to have a greener Christmas than their counterparts across the border in the United States - sales are expected to rise by about three per cent in Canada; 2.2 per cent on the other side of the border, the lowest growth in six years - consumers could be taking on the role of the Grinch in the wake of a financial crisis that has rocked global stock markets and ravaged their portfolios.

Even though major retail players are looking at earlier rollouts of Christmas merchandise, discounts and smaller inventories as ways to cope, small and medium-sized retail operations are expected to be able to hold their own in a tougher marketplace.



See STORES

Page 3

Ontario ISSN 1710-7857



PM40045817

NEWSSTAND \$2

## Ready to deliver



Bayne Stanley, Business Edge

## Banking on the future of small business

Business Development Bank of Canada president and CEO Jean-René Halde knows times are tough for small business and the economy in general. But in this second part of a two-issue **Special Report on Small Business**, the head of the federally owned lending institution says it is still ready to do its part to deliver financial aid. See **20 Questions** on **Page 8**.

## MRL CAPITAL TRUST



Bringing You to the Front of the Line  
of Real Estate Investment  
from the Comfort of Your Armchair

See Page 5

# Business Edge

**PUBLISHED EVERY  
SECOND WEEK  
BY BUSINESS EDGE INC.**

**NATIONAL OFFICE**  
Suite 500  
525 11th Ave. S.W.  
Calgary T2R 0C9  
1.866.216.3343  
Fax 403.264.4439

**ADVERTISING INQUIRIES**  
1.866.216.3343, ext. 25  
ads@businessedge.ca

**PUBLISHER**  
Rob Driscoll

**EDITOR-IN-CHIEF**  
Terry Inigo-Jones

**HEAD OF RESEARCH**  
Alexis D. Smolensk

**CIRCULATION MANAGER**  
Alexis D. Smolensk

**SUBSCRIBE ONLINE**  
www.businessedge.ca

**NEWS TIPS:** news@businessedge.ca

Articles may not be reproduced, rewritten, distributed, disseminated, transmitted, displayed, published or broadcast, directly or indirectly, in any medium without the prior written permission of *Business Edge*.

**CANADA POST PM 40045817**  
Return undeliverable Canadian addressed mail to:  
Suite 500,  
525 - 11th Ave. S.W.  
Calgary, Alberta.  
T2R 0C9  
subscriptions@businessedge.ca

## Index

### • 20 QUESTIONS

Business Development Bank of Canada president Jean-René Halde says the lending institution has credit on hand for small businesses despite the current troubled economic times.

Page 8

### • FINANCIAL EDGE

Strategic Analysis Corp. CEO Ross Healy is looking for a good yield and a defensive play in stocks during the current grim market conditions.

Page 14

### • STREET LIFE

Falling global commodity prices have produced a Halloween trick for employees of North American Palladium Ltd. as the Ontario miner has temporarily closed its Thunder Bay mine.

Page 16

### • EDGE@WORK

Taking the leap into entrepreneurship can be a scary experience, but with

proper planning it can be an exciting time, as columnist David Hatton explains.

Page 18

### • OPINIONS

The challenges facing us this century require a leader with fresh ideas and policies that address the fundamental needs of the country, says columnist D'Arcy Jenish.

Page 20

### • HONOURING THE BEST

The Business Development Bank of Canada saluted the top up-and-comers when it announced its Young Entrepreneur Awards winners.

Page 21

### • TECHNOLOGY EDGE

No-panic computing, the brainchild of a cutting-edge technology company, may help alleviate fears of information falling through the cracks.

Page 22

 **ASSET CAPITAL**  
MORTGAGE CORPORATION

specializing in ...

- ★ Commercial & Industrial Finance
- ★ Business Finance, Lines of Credit
- ★ Construction Projects & Builder Incentive Program
- ★ Residential Mortgages & Credit Re-establishing
- ★ Asset & Equipment Leasing Programs  
for all types of businesses

Call for a **FREE ANALYSIS** of how we can find the right financing for you and your business. 1.866.380.NEST(6378)

# 100 tips

## for growing your business

Wardell Professional Development

**15 Tighten up your receivables.** Most invoices say "net 30 days", so they are paid at least 30 days after the invoice arrives. Instead, take a lesson from the credit card companies and replace this vague statement with a hard and fast date. Something like, "due Sept 25th". I'd even suggest moving the date forward by 5 days or so. Try it for a few months and you'll be amazed at how well it works.

**14 Leverage mistakes to create loyal customers.** While I don't suggest making mistakes on purpose, they can often provide you with the best opportunity to solidify a customer's loyalty. Everyone makes mistakes, but it's how you react to them that can really differentiate you in the minds of your customers. For example, if you are late on your delivery of a product, you might send the company a discount coupon or similar offer BEFORE they complain.

**13 Get to know your customers.** The more you know about your ideal customers, the better you can make their buying experience. Are they more interested in customer service or self-service? Do they want better prices or more value for their money? Do they want you to make them look good to others or do they want to feel good for themselves? Ask, observe, and experiment. And by relentlessly focusing on your customers needs you'll develop an almost unfair advantage over your competitors.

**12 Every business needs an exit strategy.** Yes, even yours. Few entrepreneurs think of this, however, before it's too late. So they either end up taking whatever deal is on the table at the time, or more often, they simply close their doors. But a little planning can go a long way towards a happy ending. The trick is to build your business with the end in mind, even if you plan to run it for the next 80 years.

**11 Never stop learning.** Not only does it keep us at the cutting edge of our industries, it's what makes life interesting. If your business has stagnated, it's likely because you've stopped growing as an entrepreneur. I suggest you get yourself to the nearest library or book store as quickly as you can and pick up something that interests you. I guarantee you'll be glad you did.

to be continued...

"Like an athlete, raw talent doesn't always ensure success. Wardell offers a comprehensive approach - like a practical MBA, designed to coach the business owner and insure optimal business performance."

Brian Bentons, CEO, 1-800-007 JUNK?

"Wardell worked with our growing business side by side, giving us control of our growth process. Thanks to Wardell, our business is now at a point where it runs itself."

Kim Web, Lesang, President, Kim's Farm Market

 **Wardell**  
PROFESSIONAL DEVELOPMENT

To measurably increase the value of your business call now, toll free:  
1-888-4-WARDELL (1-888-492-7335) or,  
email info@wardell.biz to receive a free audio CD on sustainable business growth.

[www.wardell.biz](http://www.wardell.biz)

STORES from Page 1

## Smaller retailers may have edge during tough times

"When the economy is like this, people make fewer trips to stores," says Derek Nighbor, senior vice-president of national affairs for the Toronto-based Retail Council of Canada (RCC), which represents more than 40,000 store fronts of all retail formats across Canada.

"Instead of seeing them three to four times, they might come in once, so retailers need to maximize their face time."

But unlike their larger competitors, smaller retailers can be more nimble in serving their customers, he adds, by following up by phone and knowing their buying habits.

"And when times are tougher, consumers can be more inclined to support local independent retailers," he says. "There is that connection to community, especially when that community is facing a challenge."

The RCC's American counterpart, the Washington, D.C.-based National Retail Federation, and the world's largest retail trade association, is also staying bullish when it comes to retailers in a bearish economy.

"Mom-and-pops always find themselves in a unique, challenging environment – almost requiring them to constantly be innovative," NRF vice-president Scott Krugman said in a late-September conference call.

"Where mom-and-pops have an advantage given the nature of their business is they're set up in local communities and are an inherent part of that community. They probably understand their customers very well, they know their tendencies, it's much easier for them to make merchandising decisions and it's probably also easier for them to adapt those strategies quickly."

But even though big-box stores can be known as category killers –

**See: Retailers turn to private sector to provide security, Page 4**

cornering a market with lower prices – Krugman adds that it's not game-over for the small retailer.

"They happen to have a better opportunity to specialize," he says.

"In a lot of cases, big-box retailers might not have that luxury because they're providing a top slice over multiple categories, versus a mom-and-pop, which can offer a deeper selection. So while they can't always compete on price, I think they're certainly better

positioned to compete on service and in some cases, believe it or not, selection."

However, ominous financial figures from August released last week are providing more evidence of what many economists strongly suspect is ahead for Canada's economy – a period of major challenges that could add up to recession.

The foreboding facts came in a Statistics Canada report that says retail sales haven't bucked their slowing trend. And that was just at the beginning of the recent turmoil in global markets.

August retail sales dipped 0.3 per cent to \$35.9 billion, the agency reported, marking the third such drop in the last four months.

The statistics show "that the Canadian consumer was already weakening into the recent period of market distress" and that August will erase July's "surprising" month-over-month jump in economic growth of 0.7 per cent.

British Columbia posted the largest decline in retail sales among the provinces, falling 0.9 per cent in August. Retailers in Quebec and New

Brunswick posted lower sales after four straight monthly increases.

Sales changed little in the other provinces in August.

The owners of Mississauga-based Golda's Kitchen, a family-run business that employs about 20 people and specializes in cookware, bakeware and cake decorating supplies, says their U.S. sales are down by about 20 per cent.

However, sales in Canada are doing fine, says co-owner Fred Pritchard.

"Certainly, my U.S. customers have held back a little bit, they're not as busy as they were," he says.

"With U.S. customers losing their homes, they do not need a new set of cookware."

But Pritchard isn't worried about the future of his family's business.

"If you sell quality products that last a long time, people are willing to make an investment in that," he says. "I think the cheap-and-cheerful is an area of the market that is going to be certainly feeling a pinch, and we stay away from that stuff."

"I want the customer to come back year after year."

Pritchard remains cautiously opti-

mistic about the upcoming shopping season and is hopeful consumers will be able to get over what he calls the "stock market bubble," which has seen major indexes drop dramatically in October.

Ted Mallett, vice-president of research and the chief economist for the Toronto-based Canadian Federation of Independent Business, says small businesses still feel somewhat positive about the economy.

"Certainly when you see these kind of changes in financial markets and commodity markets, which are really unprecedented in recent economic history, there's no doubt that small-business owners are looking at the economy with a fair amount of concern," says Mallett.

"If the financial markets stabilize and credit begins to flow, we'll probably see a correction and some bounce-back. If the credit market doesn't improve in the short run, the outlook will be worse – but we're not at that point yet."

– With files from *The Canadian Press*  
(Laura Severs can be reached at [laura@businessedge.ca](mailto:laura@businessedge.ca))



Ted Mallett

### During Uncertain Times, Wise Investors Return to Basic Fundamentals

- Preserve Capital (Secured)
- Appreciation Of Value
- Return On Investment

Invest With Confidence

call

1-866-502-6611

RRSP Eligible

[www.genesislandinvestments.com](http://www.genesislandinvestments.com)



Contact us now for information  
on this attractive investment opportunity

Sold through offering memorandum or other prospectus exemptions in various applicable jurisdictions only. Not a solicitation for the sale or purchase of securities without the appropriate securities exemption. Please contact Genesis Land Development for details.

For Accredited Investors Only in Ontario

## Weston sells Neilson Dairy to Saputo

*The Canadian Press*

George Weston Ltd. (TSX:WN) has sold its Neilson Dairy business to Saputo Inc. (TSX:SAP) for \$465 million.

Weston said that the sale by its Weston Foods subsidiary "allows Neilson Dairy to continue to grow with Saputo, Canada's largest dairy processor."

Weston, whose other subsidiary is Loblaw Cos., Canada's largest supermarket operator, said the transaction is expected to close Nov. 24, subject to approval by the Competition Bureau.

Weston expects to book after-tax cash proceeds of \$390 million on the sale of Neilson, which produces an annual pre-tax operating profit

of about \$50 million.

Ontario-focused Neilson Dairy, with 390 employees at plants in Halton Hills and Ottawa, has \$600 million in annual sales of fluid milk and dairy products such as butter and yogurt, as well as juices, non-dairy creamers and other grocery items.

Saputo said the \$465-million cash price will be covered from available credit lines and additional committed financing.

Montreal-headquartered Saputo, which has 9,200 employees in five countries, said it "will inherit Neilson Dairy's long-term relationships with its customers" as it increases its presence in the Ontario milk and cream market.

# Business looks to private sector for security

## Associations pony up funds to hire guards to patrol their streets

By David Hatton  
Business Edge

Business owners in at least two major Canadian cities are digging deeper into their pockets to pay for private security guards to patrol their streets after police say they are too busy to respond to merchants' minor calls for help.

Members of Toronto's Chinatown Business Improvement Association (BIA) voted late last month to spend

\$60,000 on private security guards to patrol their streets after police told them they were too busy for nuisance complaints.

"We would have problems like drunks standing outside the front doors harassing patrons who were trying to come inside," says Stephen Chan, president of the BIA, which has 500 members. "We would call police but they wouldn't come until two hours later, and by then, the problem would be long gone."

Chan says some of the merchants were threatened with assault when they tried to deal with the offenders themselves rather than wait for police. Business owners met earlier this year with senior police officers, who listened carefully and seemed sympathetic about the situation.

But they told Chan that – with officers frequently faced with other calls including domestic assault, robbery and traffic collisions – the merchants' calls were low priority.

"They said they want to help us, but their hands are full with so many other problems."

That doesn't make sense to former Toronto mayor John Sewell, who confronted the city's police services board in September over what he saw as "under-worked" local police officers.

Sewell looked at data from a recent report and calculated officers each arrest an average of one person every seven weeks, with the vast majority of those arrests not involving violence. During an average shift, Sewell says the statistics show officers respond to one call for assistance each from the public.

It wasn't known if those arrest statistics included police officers doing administrative tasks or school resource officers, however.

"I was at that meeting and the chief was quite clear with Mr. Sewell that his statistics were misleading," says Toronto Police spokesman Mark Pugash. "Our officers perform a number of valuable different tasks within



Photo courtesy of Downtown Vancouver BIA

A red-jacketed employee of the DV BIA Ambassadors program helps visitors with directions in downtown Vancouver.

the community and not all of them involve regularly making arrests.

"I believe people would expect us to deal with the urgent calls that involve public safety first. There are quite a few cases of security guards in shopping malls or office towers who deal with problems on the nuisance end of things. Police concentrate their time on larger issues," Pugash says.

Late this summer, Chinatown BIA members pooled \$7,000 to hire a private security guard firm to patrol their streets part-time as a three-week pilot project. The guards did not have the same powers as police, but could make a citizen's arrest if they saw a crime being committed.

Chan says a majority of their time was spent enforcing Ontario's Safe Streets Act and asking troublemakers or the homeless to move along.

"We liked how that ended up," says Chan, sitting down in his Bright Pearl restaurant for an interview. "Our members were very happy with the work that the security guards did. They made a difference."

In fact, BIA members liked it so much they voted during their annual general meeting late last month to hire the security guards on a basis closer to full time. About \$60,000 was allocated in next year's budget for the project. That falls short of the \$76,000 charged by the security firm, but BIA co-ordinator Winnie Li said they might make do with reduced hours to make up the shortfall.

Winnipeg's downtown Business Improvement Zone (BIZ), which represents 1,400 businesses, has had red-and-black-dressed special constables, or Downtown Watch ambassadors, patrolling its streets since 1995, says marketing and communications co-ordinator Doug Darling.

The ambassadors act as the "eyes

and ears" of Winnipeg police and go through at least one week of special police training for their jobs, he says.

Since last April, the ambassadors have special powers to pick up intoxicated people and either detain them for police or transport them to a detoxification centre using a former ambulance.

Darling says funding for the \$1-million project comes from all three levels of government.

"We're really happy with the program and our ambassadors. They have a great relationship with local police and work together really well," he said.

In Calgary, Maggie Schofield, executive director of the Calgary Downtown Association, said hiring private secu-

rity guards has never been an issue for its streets.

"It's something that we have talked about but there was never really seen as a need for it here. We're very happy with the job the Calgary Police Service does in working with our members," she said.

Earlier this month, Calgary police teamed up with Calgary Transit peace officers to set up a joint office downtown as part of a four-month pilot project. The office is inside the Calgary Convention Centre with a front door on the LRT platform of the Centre Street transit station.

That's the same station where a Calgary woman was killed last January after she was taking local transit home from work late at night. "It's a real sign (the new office) that everyone here is working well together now to promote safety downtown," Schofield said.

Vancouver city councillors voted this month to go ahead with an earlier decision to spend \$872,000 on expanding private-security programs across the city as part of their Project Civil City initiative.

About \$237,000 of those funds were for the Ambassador program of the Downtown Vancouver Business Improvement Association (DV BIA) and another \$500,000 was to help other business groups fund their own programs, city BIA co-ordinator Peter Vaisbord says.

"Council had been looking at ways of dealing with street disorder and the homeless for quite some time. This was a way for council to partner with the different BIAs and work with that process," he says.

See PROJECTS

Page 5

**Data Processing**  
**Data Entry**  
**Personalization**  
**Mail Preparation**  
**Lettershop Services**  
**Fulfillment Services**  
**Polybagging Services**  
**Print Management**  
**Bindery Services**  
**Pic-n-pec Services**  
**Canadian & US Mail**  
**Digital Colour Copies**

**"Innovative Outsourcing Solutions"**

**Satisfaction Guaranteed**

CMS

Complete Mailing Service

8 Dohme Avenue  
 Toronto ON M4B 1Y8  
 ph : 416-755-7761  
 fax: 416-755-8231  
 toll free : 1-888-683-2501  
 email: info@completemailing.com

## PROJECTS from Page 4

## Foot and bike patrols work out of local police station

One of the oldest and largest projects is the DV BIA Ambassador program, where red-jacketed employees do everything from giving directions to tourists to watching suspected shoplifters for merchants.

The program started in 1994 and focused on providing hospitality to thousands of summer tourists, says DV BIA executive director Charles Gauthier.

In May 2000, DV BIA members voted to expand the program and make it year-round with a strong "eyes-and-ears" component. Training manuals and software were developed and the Ambassador name was trademarked.

Gauthier says members decided to purchase the bikes, uniforms and two-way radios several years ago after a security firm was providing "sub-standard" materials.

"This is something we've worked hard to develop and our members believe it's an excellent program," he says. "Feedback from the public has been overwhelmingly positive, too."

Ambassador employees are trained in first-aid

and community security as they travel around the 90-block downtown area covered by the DV BIA, says Gauthier. Late last month, they even intervened when a man tried to commit suicide.

"Our relationship with the police is excellent. We can sometimes be there faster and help them provide their services to the community. This works hand-in-hand with law enforcement," he says.

Five out of 19 other Vancouver-area BIA groups pay \$2,500 per year and a \$2-per-hour "upcharge" for licensing rights to use the program.

That still upset some of the BIA groups that had their own programs in place and contracts negotiated with private-security firms.

In the Vancouver suburb of Collingwood, BIA manager Diana Cousins says it has a great foot-and-bike patrol program that works out of the local community policing station. It also has a team of nine Guardians and one supervisor who provide services similar to the Ambassadors.

"They have a good relationship with everyone in

the business community. We love them and the job they do," Cousins explains. "Why should we pay for the Ambassadors program when we already have our own that works so well for us?"

Collingwood's Guardians are not related in any way to the Guardian Angels, a group that patrols some U.S. cities.

The DV BIA's Gauthier wasn't convinced. "At the end of the day, I don't believe their program is nearly as sophisticated and well-developed as ours," he says.

Vaisbord says the individual BIAs that chose to implement their own security program were mostly happy with council's recent decision. All the groups that applied for program funding got approved.

"Sure, it might not have been as much money as they originally wanted, but council only has so much money to go around. At the end of the day there are all kinds of other things that need funding too. We're trying to keep everyone as happy as we can."

(David Hatton can be contacted at [hatton@businessedge.ca](mailto:hatton@businessedge.ca))

## Mining firms shedding jobs as metals dip

The Canadian Press

Junior mining companies are cutting hundreds of jobs in Northern Ontario due to plunging metal prices, and analysts say some miners will go out of business before the global financial crisis is over.

FNX Mining Co. Inc. (TSX:FNX) is suspending commercial production at its Levack nickel mine near Sudbury because of low prices and high operating costs. As well, North American Palladium Ltd. (TSX:PDL) placed its Lac des Iles mine near Thunder Bay on care and maintenance, laying off 350 workers.

These moves came after First Nickel Inc. (TSX:FNI) suspended production at its Lockerby mine near Sudbury due to the "challenging financial environment," cutting about 150 jobs.

The current prices of many metals, notably nickel, are less than the cost of mining them for a large number of producers, said John Ing, CEO of investment dealer Maison Placements.

"They're going to have to shut down their operations, at least temporarily," he said.

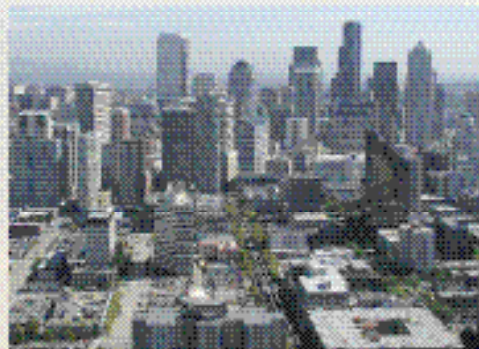
According to BMO's monthly commodity watch, base metals have been hit particularly hard by the turmoil in world financial markets. Aluminum, lead, platinum and palladium are also well below recent highs.

Prices of metals had skyrocketed in recent years on optimism that growing economies like China and India would continue to push up demand.

But North American Palladium president and CEO William Biggar said the fear of a global recession is shrinking demand for commodities.

## MRL CAPITAL TRUST

Bringing You to the Front of the Line  
of Real Estate Investment  
from the Comfort of Your Armchair



### Investment Overview

- Invest a minimum of \$1,000
- RSP Eligible
- Excellent vehicle for a cash investment

### Invest in the Canadian and U.S. Real Estate Markets

For additional information or to register for upcoming seminars please contact:

Toll Free: 1-877-399-8886

[www.mrlcompanies.com](http://www.mrlcompanies.com)

“Bad news is an investor's best friend. It lets you buy a slice of America's future at a marked-down price”

- Warren Buffet on CNN Money

### Agent Inquiries Welcome



危機

In both Chinese and Japanese, "Crisis" is written with two symbols, the first meaning "Danger" and the second "Opportunity"

The Executive Summary does not constitute an offer to sell or solicitation of an offer to buy any securities. Nor does it purport to be a complete description of an investment in MRL Capital Trust. It is subject to the provisions of the Confidential Offering Memorandum as it may be amended or restated from time to time.

# Disabilities don't deter entrepreneurial spirit

## But business development groups says roadblocks stalling startup dreams

By Monte Stewart  
Business Edge

Will Shannon's first name personifies his desire to succeed.

He has a strong will to excel at the helm of his own business, despite being a double-leg amputee.

After a year and a half in operation, Shannon's company, Critical Mass Media, a Vancouver-based film and TV production firm, is showing a profit. "I really like working for myself," he says. "It's a great feeling to build something from nothing."

Shannon is among a growing number of disabled entrepreneurs who are launching their own companies.

Business development groups say Canadian entrepreneurs with disabilities are increasing, but the exact number of new companies has never been tabulated. But it's believed to be small compared to the number of people with disabilities who want to – but can't or won't – launch their own firms because of financial roadblocks and discrimination.

"There is a whole market out there of people with disabilities who are not necessarily getting the products and services that they could use," says Katherine Roos, community programs manager for the Toronto Business Development Centre (TBDC), which assists entrepreneurs with disabilities. "That's a huge untapped market."

Roos notes statistics show only a fraction of entrepreneurs with disabilities go into business for themselves.

"People want to go to work (for themselves), but they're afraid to go to work," agrees Anthony Little, who operates a Toronto home-based paralegal firm and advocates for the disabled.

Little, a 58-year-old who lives with HIV, says few people with disabilities start businesses because they don't want to be cut off from government benefits that help pay for expensive drugs, wheelchairs and other necessities.

But many entrepreneurs with disabilities are still willing to risk a reduction in government support in return for business success.

"In the next year or year and a half, I'm hoping that I'll be able to get off the disability pension completely," says Shannon, whose legs were amputated in his late 20s following birth-related problems. "The only reason I stay on it is because my prosthetic legs are really expensive, and the components that go with them. It actually adds up to tens of thousands of dollars a year. I'm not really ready to ditch that yet."

Shannon is now enjoying increased



Bayne Stanley, Business Edge

Critical Mass Media's Will Shannon hasn't let his disability stop him from being a successful businessman.

independence that life as an entrepreneur offers.

"I worked in a call centre, I was a social worker, recording engineer, went back to school to become a dental hygienist and decided I didn't like that, so I just started working on the skills that I needed," he says.

Gwen Reid, a Toronto-based career counsellor and workshop facilitator who lives with cerebral palsy as well as soft-tissue and nerve damage suffered in a 2004 car accident, says governments can help more disabled entrepreneurs launch businesses just by explaining how much money will be deducted from their disability pensions if they set up shop.

"I think that (explanation of the funding formula) would alleviate some of the stress and anxiety around losing financially," she says.

Reid runs a home-based consulting business and travels in her wheelchair either by subway or with a bus service for people with disabilities.

In addition to providing career counselling, she conducts workshops on work-life balance and assists individuals and organizations on such matters as workplace accommodation for the disabled, disclosure of disability in the workplace, and income reporting to Ontario's provincial disability-support program.

Operating her own business has made it easier to balance life and work, she adds.

"You're able to do your exercises," she says. "You're able to go to your appointments. You're able to make your own schedule . . . You can basically create your own dream or passion."

As people with disabilities start companies, non-governmental organizations and financial institutions across the country are providing them with training, help with business planning, networking and access to capital.

While different federal agencies, such as Western Economic Diversification and the Atlantic Canada Opportunities Agency, provide startup money in different regions, there is no Canada-wide funding program – or national agency – to assist entrepreneurs with disabilities.

"There's no one striving for (a national organization)," says Brian Aird, executive director of the Entrepreneurs with Disabilities Network (EDN), a group that assists about 450 people a year in Nova Scotia.

While many small-business operators have difficulty getting credit, it's even more difficult for entrepreneurs with disabilities, suggests Aird, because they have no credit history or have lost credit because of unexpected health problems.

Some operate businesses "under the

table" to ensure they still receive benefits.

Carinna Rosales, director of business-development services at the Winnipeg-based Supporting Employment and Economic Development (SEED) says that a country-wide funding program would be beneficial.

"I do think it would be helpful to see things move to a national approach – while taking into account the unique needs of each province," she says.

Meanwhile, Laurie Beachell, national co-ordinator for the Winnipeg-based Council of Canadians with Disabilities, says more people with physical and mental challenges are looking to start their own businesses simply because they can't find work elsewhere.

He calls for Ottawa, the provinces and territories to include training, funding and support programs for entrepreneurs with disabilities within federal-provincial labour market agreements.

"There should be specific targets established for the training and support of people with disabilities," he says.

Currently, he adds, labour market agreements are funded mainly through Employment Insurance, but many people with disabilities are ineligible because they have not worked long enough, if at all.

See VIEW

Page 10



# Invest in Maui, Hawaii

2008  
Parade  
of Homes  
Award of  
Excellence

## Hokulani

GOLF VILLAS



South Maui's newest gated residential community



- Designed on 40 landscaped acres surrounded by the green fairways of the Eleair Maui Golf Club
- Ocean, mountain, golf course and park views to choose from
- 5 acres of interior parkland
- 66 ft. infinity pool, spa and recreation center
- Six exquisite floor plans ranging in size from 1832 sf to 2516 sf of living area plus expansive covered lanais and oversize 2 car garages.
- Minutes from beautiful beaches, fabulous shopping and dining of Kihei and Wailea.

**Priced from \$1,200,000 - \$1,589,000 Models Open Daily, 1 - 5 PM and by appointment**  
**Visit our website at [www.hokulanigolfvillas.com](http://www.hokulanigolfvillas.com) or call sales office at 808.879.0877**

Wendy Peterson, Realtor(S) • 808.870.4114 | Vincent Palmieri, Realtor(B) • 808.283.6364



Island

Sotheby's  
INTERNATIONAL REALTY

Each office is independently owned and operated.

The Shops at Wailea | Wailea Town Center  
808.879.8880

Upcountry Maui | 808.572.8600

## 20 Questions

**BDC boss won't tighten credit belt**

Federal banker says SMEs can still expect help despite troubled times

By Monte Stewart  
Business Edge

**A**s you probably know from TV commercials, one bank advises you to "save your money."

That sounds like good advice, especially for small businesses in these troubled economic times.

But after listening to Jean-René Halde, maybe the Business Development Bank of Canada (BDC) should



come up with a new slogan: Get your money.

Halde, the BDC's president and CEO of the federally owned lending institution, says small businesses will definitely get

their money in this era of increased credit tightening.

Given the current economic picture, some people may think Halde should have stayed semi-retired, rather than accept the BDC's top post in 2004.

"It was a worthwhile endeavour because of the bank's mandate," says Halde, who admits his golf handicap is on the rise. "I'm working much longer hours, but this is a wonderful organization."

**1. What are your parents' backgrounds?**

"My father was a sales rep for a polyethylene-bag manufacturer and my mother was a secretary with an insurance adjuster."

**2. What early lessons did you learn from them?**

"Probably the best lesson was that it's important to have control over your life, and that only comes with some form of academic achievement. Once you've got that, you can decide to have a more senior job and a better control over your life."

**3. What was your boyhood dream?**

"I probably saw myself running some form of company and probably living in a nicer neighbourhood than I was brought up in. It was comfortable, lower middle class. It was quite acceptable. Later, I obtained my pilot's licence and flew for a while. That was fun. I just enjoyed the freedom of flying. But besides that, I was a pretty serious kid."

**4. What steered you toward studying economics?**

"At the time, the choice was mainly between arts and science. I was always



Bayne Stanley, Business Edge

BDC's Jean-René Halde says he is pleased with the apparently sound fiscal health of the Canadian economy compared to the U.S.

interested in the business side, talking to my dad about selling companies and the things that he was dealing with. The best way to take that on was by taking economics as a business degree."

**5. Harvard, especially its MBA program, pioneered the case-study method that is used in business schools across North America. What kind of cases did you study while completing your MBA at Harvard?**

"They basically force you through a program where you cover pretty well every subject matter. The first year, you don't have a choice. They cover everything from finance to marketing to organizational behaviour to strategy and so on. The ones I tended to prefer were related to strategy. You do so many that they

kind of blur into one long case."

**6. What was your first job while you were a student?**

"I was a (computer) programmer back in the days of Expo '67 (in Montreal). Most of my summer jobs were programming."

**7. How did you end up joining People's Jewellers?**

"It was basically coincidence. I was president of what was called, at the time, the Canadian Club (at Harvard) because there were a number of Canadians. A business person from Toronto, who was the owner of People's Jewellers, came to campus for some type of executive training. Because he was Canadian and I was president of the club, I got to meet with him and show him around the campus. When he asked me what I

was planning to do when I graduated, I gently said: 'I'd like to come back to Canada, but I haven't decided yet.' He said, 'Well, come and visit and we'll talk.' While I looked at a number of opportunities, I thought his was the most appealing."

**8. What is your outlook for small-business growth in the next year?**

"We're all reading what's happening south of the border. The danger, as we know, is that the financial crisis hitting the U.S. actually starts to hit the real economy. That will happen if consumers stop spending because they're concerned; if banks reduce their lending then, obviously, less projects will be undertaken by businesses. So this is a bit of a fragile environment. I think Canada is much better positioned than the U.S. at the present time. We've got a sound fiscal position. We've got banks in much better shape, so we've got what it takes to carry us through. We just want to make sure that the system keeps going."

**9. What's your take on the financial crisis in the United States?**

"I don't think I can add much to everything that's been said. It's a crisis of confidence. It's a crisis of liquidity. Every newspaper these days is full of details and reports on it. I'm not sure I can add much value besides saying that I think Canada is in better shape than the U.S."

**10. How will the U.S. situation affect Canadian small business specifically?**

"Indirectly. If you're an exporter ... because the U.S. is our largest client, you could be affected, depending on the industry you're in. By the way, only eight per cent of Canadian companies export. If you're in the 92 per cent that don't export, you could still be affected - you have to be aware of the global, or at least North American, situation and really try to figure out as an SME where you fit."

**11. Why do so few SMEs export?**

"That's a very interesting question. I think it's in the midst of improving. As people understand better how the world works, we're opening ourselves to the fact that the world is changing and there are markets out there that we should capitalize (on). There are such things as global supply chains, where you could be a supplier to a large company that you can move around the globe with. "There are a lot of opportunities for those that are willing to look for them. We're starting to really do a better job at this."

## 20 QUESTIONS from Page 8

# BDC ready to lend 'in good times and in bad'

"Now, let's face it, there are a lot of businesses that will never export. If you're the corner store, you're not going to export. If you're the local salon, you're not going to export. So not all businesses can export."



## 12. What is the BDC doing to help small businesses increase their exports?

"A number of things. One, awareness – just making entrepreneurs aware of the need to look

outside (the country). Two, we have a large consulting group that actually will go in and help a specific company think about where they are, where they should be and steps that they should be taking. Then, we've got different financing programs – very flexible financing programs – to help companies thinking and wanting to look at exporting. We have very specific types of loans. For example, if you want to go and survey foreign markets, if you want to see what's out there and establish contacts and try to penetrate different markets, we have a special loan program to do that. It's called Expansion Loan. If you actually decide that you want to export, then you need what we call capacity building. You need to build a plant or you need to increase the size of your plant and, again, we'll be there to help you. We're Canada's development bank, and I think the word 'development' speaks for itself. We're trying to get our Canadian entrepreneurs to develop."

## 13. What is BDC doing at this difficult time to ensure that small businesses have access to credit?

"We're very much open for business. There is no doubt that there is some credit tightening happening in the marketplace. One of our roles is to be a complementary lender, and the definition of complementary has many meanings. One of the meanings is to be there in good times and in bad times. We'll lend if you want to buy a building. We'll lend if you want to buy equipment. Even if your project is moderately risky, we'll still be there for you. We will price for risk, meaning if your project is a bit risky, you might end up paying slightly more, but we're open for business – and you'll get your money."

## 14. At the same time, are you tightening your lending rules?

"No. Absolutely not. We're careful. We want to support projects that make sense... If you assume right now that there is some tightening going on, our role is to be there – and

## Jean-René Halde

- **Title:** President/CEO, Business Development Bank of Canada.
- **Born/raised/age:** Montreal, 60.
- **Education:** Halde has a bachelor of arts from (the former) Collège Sainte-Marie, a master's in economics from the University of Western Ontario and an MBA from Harvard.
- **Family:** Married with three adult-aged children.
- **Career:** Halde briefly worked full-time for Imperial Oil and Telemedia from the summer of 1969 to the fall of 1970 between completing his master's and starting his MBA. He began his career in Toronto with People's Jewellers, became general manager, and then moved back to Quebec and became a senior vice-president with Carling-O'Keefe brewery in 1977. Two years later, he became president and CEO of large food chain Métro-Richelieu Inc. He then headed Atlantic Video and Sound, food packager Culinar Inc. and Toronto-based Livingston Group. After Livingston was sold, he briefly became CEO of Irwin Toys and then headed his own consulting firm, Experlead Inc. Considering himself semi-retired, he also sat on boards and "quite honestly enjoyed life a bit." In 2004, he was recruited as president and CEO of BDC.
- **Moonlighting:** Halde has sat on the boards of several businesses and organizations. He currently serves on the boards of the Conference Board of Canada and Montreal General Hospital Foundation.



Jean-René Halde

## Business Development Bank of Canada

- **Brass:** Jean-René Halde, president/CEO; Edmée Métivier, executive vice-president, financing and consulting; Jacques Simoneau, executive vice-president, investments; Paul Buron, executive vice-president and chief financial officer.
- **Profile:** The Montreal-based Business Development Bank of Canada (BDC) provides financing, capital and consulting services as part of its mandate to help create and grow Canadian small and medium-sized enterprises.
- **Stats:** Last year, increased its loan and investment portfolio by \$865 million, or nine per cent, to \$10.6 billion. BDC reported net income of \$84.6 million for the year. Earlier this year, it announced \$21.5 million worth of dividends, which go to the federal government.
- **Corporate Structure:** The BDC is a federal Crown corporation. The government of Canada is its sole shareholder.
- **Website:** www.bdc.ca
- **HQ:** Business Development Bank of Canada, 5 Place Ville Marie, Suite 400 Montréal, Québec, H3B 5E7
- **Phone:** 1-877-232-2269

open for business so that entrepreneurs can find the capital that they need to keep going."

## 15. Many entrepreneurs and entrepreneurial groups say that Ottawa doesn't do enough to provide capital to small business. What do you say as a rebuttal to them?

"I will not speak for Ottawa. They deliver a lot of programs. The only thing I can say is, if your project is a good project, we'll help you. And, I'm serious. If it's a good project, trust me, you'll get your project."

## 16. How do you define a good project?

"One where the business plan makes sense. One where the management team looks capable of achieving

the desired outcome. That's it."

## 17. You have called for improvements in business leadership. How would you assess the quality of leadership within small companies?

"Entrepreneurs are very smart people. Generally, with the right information, they make the right decision. The one advice I would have is that, at times, they may not have the right perspective – the right big picture – and I, for one, believe that entrepreneurs should create little advisory boards to help them think about their business. I'm not talking necessarily about an accountant or a lawyer that they use every day. I'm talking about other business people that have been there, that have seen different things, that have a bigger

picture of what's happening, because most entrepreneurs are very quick to act if they see the opportunity or if they see the thread. It's just to help them identify the issue properly because once they identify it, they'll make the right call. But in some cases, they might need a bit of help understanding the issues and making sure they're challenged. I like little advisory boards because they can really help an entrepreneur think about things a bit differently and really bring perspective to the discussions."

## 18. Do entrepreneurs do enough to practise corporate social responsibility?

"We could all do more. It's very much a function of one's personal value system. I think, though, there is an increasing awareness of corporate social responsibility. We're seeing an awful lot of businesses when it comes to that, and I think people are getting more sensitized and aware of the fact that we all need to do our fair share to get things better. There's a nice movement in that direction that was not there 20 years ago. I think we're going in the right direction. Some will move faster and some will move slower. It all depends on the people."

## 19. You have also stressed the need for small-business operators to have a succession plan in place. Why do most fail to have a succession plan?

"Because entrepreneurs are very busy. There's the old saying: The urgent chases away the important. A small entrepreneur is just inundated with urgent stuff. The second reason, I guess is, it's like writing your will. No one wants to think about the fact they're getting old and they've got to move to the next step. There is just a natural tendency to not want to deal with it. Too many entrepreneurs leave it to the last minute, which is unfortunate, because then the transition is not always as smooth as it could have been, had it been planned earlier."

## 20. If you weren't running the BDC anymore, what would you do?

"I would probably be back doing board work, sitting on various boards as I was, and again doing some consulting as I was doing. But the one thing that the BDC has shown me is, there are a lot of needs out there just to improve our collective situation. The question would be: What else could I be doing to help, even though I'm not at the BDC. The question will, at some point, come up, because there is going to be some succession at some point. I will go on to do something else... There is a tremendous amount of satisfaction to know that you're helping. It's very satisfying to know that you're making at least a slight difference."

(Monte Stewart can be reached at [monte@businessedge.ca](mailto:monte@businessedge.ca))

# Companies struggle with carbon-tax schemes

## CFIB, environmentalists differ in ways to achieve 'green' opportunities

By Monte Stewart  
Business Edge

Small businesses across Canada are developing a love-hate relationship with climate-change-prevention programs, say business and environmental groups.

And despite the recent dip in the price of fuel, its volatility over the past few months has convinced many small and medium-sized enterprises (SMEs) to curb their energy consumption and look for "green" business opportunities.

But many SMEs are also still voicing opposition to a carbon tax and emission cap-and-trade system.

"Many of our members want to do something," says

Corinne Pohlmann, Ottawa-based vice-president of the Canadian Federation of Independent Business (CFIB). "They know something needs to be done for the environment, and they'd like to see something done."

"But they're mixed, because they don't understand this (cap-and-trade system) and they're not so sure this is the right solution."

The CFIB's latest business barometer, which measures SME confidence levels, shows the high cost of fuel probably had the biggest negative impact on its members over the past several months.

Pohlmann says high fuel costs have hit hardest in sectors such as agriculture and trucking, which bear increases directly.

But industries that do not consume a lot of fuel felt an indirect effect through temporary airline fuel surcharges, increased shipping costs and other measures.

The CFIB is calling on Ottawa to scrap its 1.5-cent-per-litre federal fuel excise tax and stop charging the GST, along with federal and provincial gas taxes.

"We have a tax-on-tax thing going on, which adds again to the cost of the fuel," says Pohlmann. "Of course, GST being a percentage, it goes up as the price goes up, and that's just totally unfair."

The CFIB also wants Ottawa to conduct a review of all fuel taxes and place a moratorium on all talks related to carbon taxes until "we have some handle on the fuel pricing that's going on out there."

But Matthew McCulloch, co-director of corporate consulting for the Calgary-based Pembina Institute, says small-business groups should do

more to encourage their members to adopt carbon-neutral strategies.

"(Small businesses) generally just 'cry poor' – that's the problem," says McCulloch.

Under a cap-and-trade system, emitters and consumers purchase credits that allow them to emit more greenhouse gases than regulated. Sellers of credits benefit from being under the limits.

But CFIB surveys shows members slightly oppose both a revenue-neutral carbon tax similar to the one already being assessed in B.C., and a market-based cap-and-trade system.

Pohlmann says small-business operators would rather see more education programs and incentives for reducing emissions than be penalized for a part of doing business – consuming energy.

"One of the biggest barriers is cost, because sometimes it takes a major investment in order to retrofit a building or upgrade a building," says Pohlmann. "A lot of banks won't provide that kind of financing."

The Toronto-based Canadian Standards Association (CSA) has launched a new online CleanStart registry, which it claims is the first of its kind in North America.

The registry helps businesses measure their emissions and achieve car-

bon neutrality based on guidelines established in 45 countries.

"The new registry is especially attractive to smaller businesses that want to start measuring their carbon emissions," Suzanne Kiraly, the CSA's president of standards, told reporters during a news teleconference.

"Too often, small and medium-sized organizations are overwhelmed by the carbon-accounting processes. CSA has developed training, registries, online advice and calculators to help with this."

The CFIB does not measure small-

business carbon consumption, but Pohlmann says the vast majority of its members are taking steps to reduce energy consumption.

But Ron Dembo, president and CEO of the Toronto-based Zerofootprint group of companies, which conducts carbon trading, says a cap-and-trade system does not unfairly punish small businesses.

These companies, he says, will have to participate in emission-reduction efforts "in some way."

See CARBON

Page 11

VIEW from Page 6

## Low employment rates a 'crime'

"If you take the long view, things have improved," says Beachell. "But are they anywhere near where we expected them to be at this time? No, they're not."

There are some promising developments, however.

Statistics Canada reports show that people with disabilities start businesses at almost twice the rate of the general population.

This year's federal Participation and Activity Limitation Survey (PALS) found that between 2001 and 2006, the employment rate for people with

disabilities rose to 53.5 per cent from 49.3 per cent.

But Roos calls low employment rates of people with disabilities "a crime" and an economic-development issue, because a vast number of people are not participating at a time when Canada faces major labour shortages.

"The mainstream business world has a lot to learn, and needs to think, about entrepreneurs with disabilities," she says.

(Monte Stewart can be reached at [monte@businessedge.ca](mailto:monte@businessedge.ca))



## Let Us Help You Map Your Business Success

With its editorial excellence and unrivalled distribution, Business Edge News Magazine presents an affordable and highly effective vehicle through which your business can speak directly to a massive audience of high-income consumers and business decision makers.

Compelling editorial content has always been a foundation of our business, but the Edge's distribution to 181,000+ Canadian companies truly sets us apart from our competitors.

Business Edge advertisers can target any or all of our four editions (Ontario, Man/Sask, Alberta and B.C.), reaching the majority of business addresses in the major centres.

Rotating distribution ensures that advertisers running in consecutive issues reach about 98 per cent of business addresses through Canada Post in all of the markets listed in this ad.

Minimum number of businesses reached per edition:

Toronto	33,000	Winnipeg	8,300	Calgary	27,500	Vancouver	26,000
Mississauga	11,200	Saskatoon	8,100	Edmonton	14,000	Richmond	4,200
Markham	3,900	Regina	2,900	Red Deer	1,800	Surrey	4,950
Ottawa	10,700			Grand Prairie	1,300	Burnaby	2,950
London	5,250			Fort McMurray	1,350	New Westminster	1,600
				Banff	300	Victoria	4,950
				Camrose	300	Nanaimo	1,950
				Lethbridge	1,500	Kamloops	1,550
				Cranbrook	700	Kelowna	2,500
						Vernon	1,100

\* Individual city circulation numbers are all more than 50% of total business addresses per city based on Canada Post residential mail lists as of February 1, 2008.

Contact us now for more information: 1.866.216.3343 ext 25 [Ads@BusinessEdge.ca](mailto:Ads@BusinessEdge.ca)

be  
Business Edge

CARBON from Page 10

# CFIB says small business will play active role in strategy

“One way is a tax, but it’s not necessarily the right way,” says Dembo, a former Yale computer science and management professor who specializes in algorithmics.

Zero’s companies provide carbon-management services and develops offset programs based on international standards.

“I would say there is a lack of knowledge about (carbon trading) at the moment, especially in Canada,” says Dembo, co-author of the book, *Everything You Wanted to Know About Offsetting But Were Afraid to Ask*.



“If you go to Europe or even the U.K., it’s a completely different picture. In Europe, the people are being legislated into it.”

He adds it’s inevitable that a federal cap-and-trade system will be introduced. “The war (on climate change) is about to happen. It has to happen.”

Zero has partnered with Air Canada and its regional carrier Jazz on an offset program for passengers, who calculate the amount of carbon dioxide their trips produce and then purchase offsets.

Calgary-based WestJet also gives its passengers a chance to acquire offsets, through Vancouver-based Offsetters.

“It’s a bit of a different setup from other airlines where, typically, what we have seen is that the consumer purchases and pays for those offsets directly, themselves,” says Richard Bartrem, WestJet’s vice-president of communications.

WestJet does not track small-business customers who obtain offsets, but says 50 per cent of its clients are business travellers.

“Given our low-cost structure, we actually pay it on behalf of the guest, provided they take one extra step of visiting Offsetters.org prior to making their reservation online with us.”

Meanwhile, Vancouver-based Eco-trust Canada has launched a carbon-neutral workgroup pilot program that helps companies calculate and reduce greenhouse gas emissions.

The David Suzuki Foundation and Pembina Institute are helping to co-ordinate the program.

Pembina’s McCulloch says the regional project, which includes 13 companies and non-profits from B.C.’s Lower Mainland, North Coast and Vancouver Island, could serve as a national model.

As part of its greater vision, the project aims to help build a so called “conservation economy” that derives

profitable business ventures from environmental-protection practices.

But McCulloch says some small businesses view a climate-change strategy and being carbon neutral as a way to get more customers and increase market share, while others say they will be out of

pocket and can’t afford offsets.

However, he argues that small businesses can actually make money by selling carbon-neutral products and services.

CFIB’s Pohlmann predicts small businesses will play an active role in developing new emission-reduction

technologies and practices.

But it could take many years before real differences are made.

“From that aspect, it’s a never-ending journey that businesses will go on,” she says.

(Monte Stewart can be reached at [monte@businessedge.ca](mailto:monte@businessedge.ca))

# CLIMATE CHANGE

**we're listening.** **we're responding.**

At Suncor Energy, we take this responsibility seriously. We were one of the first energy companies to take action on climate change – and this year we’re responding directly to questions on the issues associated with meeting North America’s growing energy demands.

Suncor’s 2008 Progress Report on Climate Change details what we’ve done, where we stand on some of the big climate change questions and where we’re headed – in managing our own emissions, developing new technologies and pursuing renewable energy alternatives to help reduce greenhouse gas emissions.

<b>61 million*</b>	<b>25%*</b>	<b>44%*</b>	<b>\$750 million</b>
tonnes of CO <sub>2</sub> prevented from entering the atmosphere through GHG management efforts	decrease in GHG emission intensity company-wide	decrease in GHG emission intensity at oil sands	actual and planned investments in renewable energy

\*Suncor’s progress to the end of 2007 (compared to 1990 baseline).

To find out more about Suncor’s decade of action on climate change, read the report at [www.suncor.com/climatechange](http://www.suncor.com/climatechange)

# Aboriginal groups seek increased SME growth

## Most startup firms stay off-reserve due to lack of infrastructure, support

By Monte Stewart  
Business Edge

Aboriginal small businesses are on the rise, but much more work must be done to start up firms on reserves, say First Nations business developers.

Clint Davis, president and CEO of the Toronto-based Canadian Council for Aboriginal Business (CCAB), says the vast majority of Aboriginal small-business startups are launched outside reserves.

"For the most part, Aboriginal business owners are not in the communities," he says. "They're actually trying to tap into larger markets, which aren't on reserves."

According to Aboriginal Business Canada (ABC), a federal government agency, Canada has more than 27,000 First Nations businesses. The CCAB has not conducted its own research, but Davis notes an ABC study in 2002 found 80 per cent of Aboriginal small-business owners lived off reserve.

Most on-reserve businesses, he says, tend to be part of a band's economic development branch. Ten or 15 years ago, it would not have been feasible for an entrepreneur to start an independent business on a reserve, he says, but joint ventures and globalization are creating many more service-related opportunities at home.

He notes ABC found Aboriginal small-business growth was nine times higher than their non-Aboriginal counterparts. The major hurdles to Aboriginal small-business development are the capacity to do everything that's required to keep a business thriving and access to capital, he adds.

"Our small-business people are wearing a number of hats and they're doing a million things all at once," says Davis.

Aboriginal businesses are also hampered because First Nations communities lack decision-making processes and infrastructure, he adds.

Shawn Atleo, B.C. chief for the Assembly of First Nations, says real and perceived political barriers must be removed for Aboriginal small business to thrive.

"Communities want to tackle (challenges), because they desire self-determination," says Atleo. "They desire to be able to afford to pay for social programs. We're still in a process of healing. One way to do that is to be successful in business."

He calls for chiefs across the coun-

### Quotable

*"We may base our decisions on traditional and cultural things, but we've had commerce. The Native people had highly developed political and commercial systems long before any white people came to this continent."*

— Leslie Lounsbury,  
publisher of Winnipeg-based  
SAY (*Spirit of Aboriginal Youth*) Magazine

try to come together and match entrepreneurs and companies with resources and capital. Atleo contends Aboriginals have desire, access to natural resources and increased political clout, but lack capacity.

Geography also plays a major role in the formation of Aboriginal small businesses, says Leslie Lounsbury, publisher of Winnipeg-based SAY (*Spirit of Aboriginal Youth*) Magazine.

"If you're in the (Alberta) tarsands area, there's all kinds of on-reserve businesses," says Lounsbury. "But if you look at Saskatoon, as an urban reserve in the city, those figures will skew."

Lounsbury says many women and youth are behind the increase in Aboriginal small businesses.

"With women, as we become aware of opportunities, we want to be independent and have our own business," says Lounsbury, who is also a former college business instructor and served as chair of the Manitoba Credit Union and Manitoba Deposit Insurance Corp.

First Nations enterprises are increasing, she adds, because Aboriginals in general are becoming better educated, better trained and more aware of opportunities. Federal Aboriginal Human Resource Development Agreements (AHRDAs), part of a \$1.6-billion strategy launched in 1999, have also created many small-business spinoffs.

Lounsbury says it has become easier for Aboriginal entrepreneurs to obtain loans for on-reserve projects because federal law now allows creditors to go on reserves to repossess security. The First Nations Finance Authority, which raises capital by issuing bonds on behalf of its member First Nation governments, can also offer bonds like a municipality.

Many First Nations have also succeeded in developing small busi-

nesses by examining the ways of their ancestors' commercial practices.

"We may base our decisions on traditional and cultural things, but we've had commerce," says Lounsbury, who is Métis. "The Native people had highly developed political and commercial systems long before any white people came to this continent."

"That's often forgotten... We have a strong history and it's not understood by our own people — let alone non-Native people..."

But challenges remain for on-reserve Aboriginals in starting their own businesses.

Wendy Kuecks, program director for Vancouver-based Ecotrust Canada, a Vancouver-based non-profit organization that helps develop sustainable businesses in B.C. coastal First Nations communities, says it's almost impossible for an entrepreneur to obtain a loan to start a business on a reserve.

Traditional lenders have shown no interest in lending money to on-reserve entrepreneurs who lack collateral, she adds, while potential markets are too small.

"The barriers to small-business development are the same, whether you're Native or non-Native," she says. "Small business is hard to do. Being on a reserve just adds another layer of complexity."

Ecotrust Canada provides loans to independent Aboriginal companies and First Nations government-owned enterprises through an \$8-million capital fund. The group also underwrites larger loans from major lenders.

Meanwhile, the CCAB and other First Nations business groups, like the Canadian Indigenous Business Association, are actively pursuing joint ventures with outside companies.

CCAB co-chairman Garry Knox says opportunities are huge, because First Nations lands house 50 per cent of Canada's commodity wealth.

"There's so much happening out there that the general public wouldn't have a clue," says Knox. "They may not own the land, but that's irrelevant,

because you will not do any business on that land without having an alliance with them."

The CCAB has a progressive Aboriginal relations (PAR) program that helps companies measure their commitment to First Nations economic development.

About 20 companies, including Syncrude, EnCana Corp., IBM, SAP and Bank of Montreal, participate in the program. Companies complete self-assessments before being graded by the National Quality Institute of Canada.

"We (the CCAB) started this program a number of years ago, but we need to do a better job of promoting it ourselves... This would be a measurement that everybody has to stand up to," says Knox, who is also chairman of Burlington-based Sodexo Canada, a global food-and-facility management firm that has interests in oil and gas and mining and does most of its work with Aboriginals on reserves.

Knox believes it's as feasible to start a business on a reserve as anywhere else, as long as entrepreneurs have enough desire and willingness to take risks.

"It's the make-up of the individual within the community," he says. "There are people that work in organizations and there are people who are entrepreneurs."

Jay Wright, president and CEO of Toronto-based Vincorp, which has partnered with the Osoyoos in B.C.'s Okanagan Valley on the only First Nations-owned winery in North America, says companies must develop close ties with Aboriginal communities.

He says his firm has provided its business background, while the Osoyoos have taught the company the importance of sustainable practices vital to a successful winery.

"It's been collaborative in nature," he says of the relationship.

During a recent CCAB gala dinner in Vancouver, HSBC chairman Milton Wong noted past attempts to engage First Nations in economic development have failed because Aboriginals weren't at the table when programs were designed.

But Supreme Court judgments, which protect Aboriginal peoples' inherent rights by requiring consultation and accommodation, have set a positive tone for future relationships between First Nations and corporations.

Most firms now know the rules of engagement and have more certainty as they negotiate deals with First Nations.

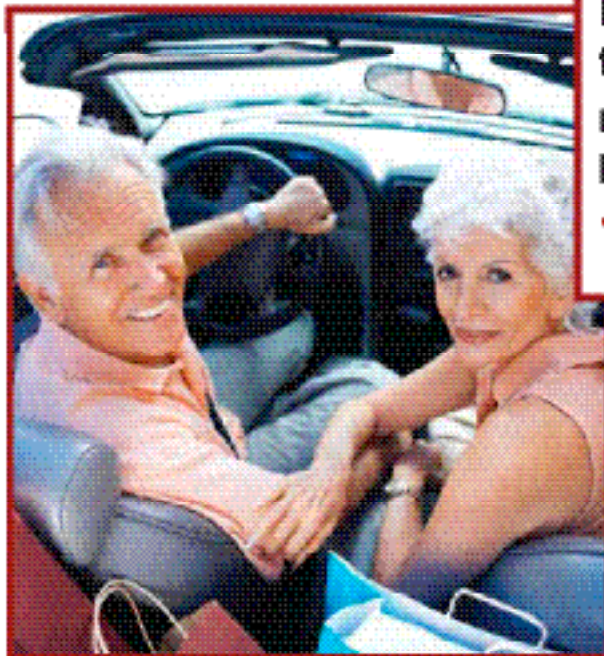
"I personally see that things are changing," says CCAB's Davis.

(Monte Stewart can be reached at [monte@businessedge.ca](mailto:monte@businessedge.ca))



Clint Davis

# They've discovered the key to aging gracefully. Money.



**REDEV Properties enables the average investor to enter the lucrative commercial real estate market to earn 14.25% and more\* on investments for as little as \$25,000.**

**\* Not including capital appreciation.  
RRSP also available - min. \$10,000**

- Proven track record with over 26 successful properties over a five year period.
- First year tax deduction.
- After-tax quarterly cash distributions.
- Invest in exceptional mall properties in fast-growing areas.
- Properties feature prime anchor stores in high-growth areas.
- Fully leased retail space with strong lease growth potential.
- Cash handled by third-party Trustee means more security.

**Call 1.866.668.7344 today  
or visit [www.redevgroup.com](http://www.redevgroup.com)**

**REDEV Properties**

Building Wealth Through Real Estate

**REDEV Properties**

Introducing  
REDEV Properties Ltd.'s  
latest Real Estate Income Gain  
(REIG) program.

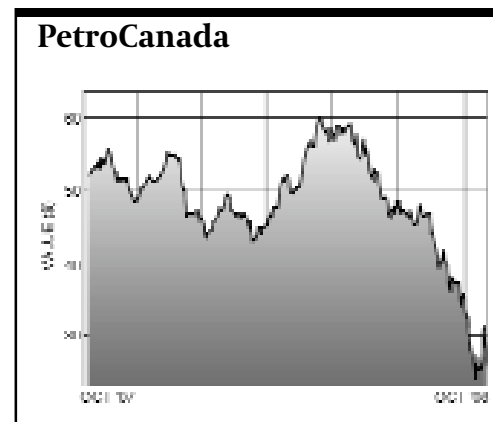
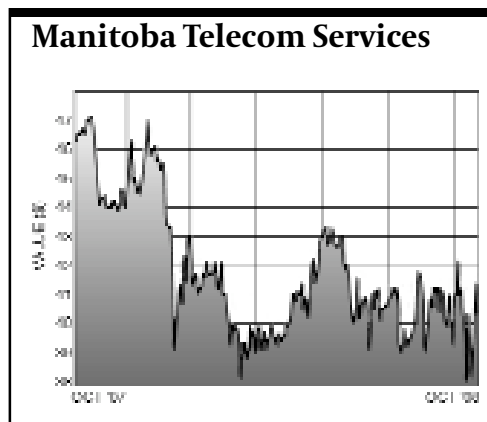
**Ranchlands Village  
Shopping Centre**  
1829 Ranchlands Blvd. N.W.  
Calgary, Alberta



**100% leased**  
with these key anchors:

- Bank of Nova Scotia
- Calgary Health Clinic
- All State insurance
- State Farm insurance
- Herbal Magic of Calgary Inc.
- Dairy Queen
- General Paint
- Nosehill Dental Clinic
- Shadow-anchored by  
Crowfoot Towne Centre

# Financial Edge



## Healy goes on defensive in grim market

(Business Edge writer Fern Brooks regularly profiles the top stock picks of some of Canada's most accomplished investment pros.)

By Fern Brooks  
Business Edge

**FEATURED PRO:** Ross Healy is CEO of Toronto-based **Strategic Analysis Corp.** ([www.strategicanalysis.ca](http://www.strategicanalysis.ca)).

**Healy's take on the markets:** "Grim, grim. The problem is too much debt. It's a millstone now around the neck of the Americans. So what is the solution to all of this, that the powers-that-be have come up with? It's 'Let's encourage more debt, more credit. Let's get people borrowing again.'" When the problem is too much debt, the answer isn't even more debt. The U.S. has never been so indebted before, never, even during the Great Depression when the GDP of the U.S. collapsed. (The country wasn't in as bad a financial shape as they are now.

"When that's the case and the best solution that Ben Bernanke (Federal Reserve chairman) and Henry Paulson (U.S. treasury secretary) can come up with is even more debt – and worse, they are being supported by a number of other central banks around the world – you are on such a wrong track as to defy the imagination. By trying to get people to borrow even more, it's the stupidest solution to this problem that one could imagine. Since nobody seems to have come up with anything better, it's kind of like (the sign over) the gates to hell: 'Abandon hope all ye who enter here.' And that's where we are – we are going into debtors' hell.

"... We are in an election year in the U.S. Perhaps (Bernanke and Paulson)

### Pro's 3 Stars

know what ought to be done but don't want to tell Americans this is what's going to happen, and perhaps there's a good deal of wisdom in that. If they did, the Republican Party would be wiped out at the polls. Getting over a debt hangover is painful, rebuilding balance sheets is painful. (Canadian politician) Robert Stanfield promised in the (1972) election that there would have to be short-term pain for long-term gain. He was right, but you don't run on that kind of a platform (he was defeated). "So maybe these people already know that after we get past the Nov. 4 election, the game plan will change. But if they carry on the road that they're going, I think there's going to be a terrible, terrible recession. "... (As for stocks) I go

for a good yield and defensiveness. This is not a time for exciting."



Ross Healy

#### FIRST STAR

- **Barrick Gold Corp.** (TSX, NYSE: ABX)
- **Recent Price:** \$31.50
- **52-Week High/Low:** \$54.11/\$27.31 (01-28-08/10-17-08)
- **Snapshot:** Barrick is a gold-mining company with a portfolio of operating mines and projects around the world.
- **President and CEO:** Greg Wilkins
- **Head Office:** Toronto
- **Vital Stats:** Price/Earnings Ratio (trailing 12 months), 14.30; Revenue (last fiscal year), US\$6.5 billion; Earnings Per Share (ttm), US\$2.21; Market Cap, \$24.4 billion.
- **Healy's View:** "I know gold has been trading off just recently – that's

### Quotable

"It's kind of like (the sign over) the gates to hell: 'Abandon hope all ye who enter here.' And that's where we are – we are going into debtors' hell."

– Ross Healy,  
CEO of Strategic Analysis Corp.

because the U.S. dollar has been strong. That's due to a technical reason only. If anything, it's in a long-term decline, assuming that things stay the way they are. As a consequence, I think your portfolio has to have some gold insurance. Barrick is actually a good business on top of being a good speculation on the U.S.

dollar. If my fondest dreams come true and they actually do something about the (U.S.) balance sheet and gold sells off, it will hurt Barrick, but the stock as a business will come back as it has even during the worst of the gold decline following 1981."

See 3 STARS

Page 19

# 15%+ NET R.O.I. ANNUALLY

## DIVERSIFIED REAL ESTATE FUND

Investors share ownership in large, aggressively-managed commercial and residential income properties offering:

- potential to double an investment in five years or less
- stable income paid monthly
- growth of capital
- unique tax-saving benefits

To request your free Blue Book, call

**1(877)772-8836**  
or visit: [www.league.ca](http://www.league.ca)



Advertising Feature

# U.S. investing is a cinch with Jaymor

Use Jaymor's expertise to take advantage of real-estate slump

Canadian investors seeking an intelligent strategy for taking advantage of drooping U.S. real estate prices owe it to themselves to get to know Fabrizio (Fab) Lucchese of Richmond Hill, Ont.

Approachable and knowledgeable, Lucchese knows the U.S. market as well as any Canadian and a heck of a lot better than most. He's taking this opportunity to introduce himself and his company, the Jaymor Group, to those still unacquainted with this rising Canadian real estate investment team.



Fab Lucchese

Jaymor boasts more than \$500 million in assets and has applied its know-how and experience to the structuring of numerous tax-advantaged projects that have helped more than 2,000 passive investors to diversify their portfolios while minimizing their tax payouts.

As Jaymor's active operating partner and president, Lucchese has repeatedly demonstrated that the syndicated purchase of carefully selected rental properties can bring investors reliable returns and tax advantages, combined with only moderate risk and limited liability.

Jaymor operates via a highly successful formula that has made buckets of money for investors, most of whom have never regretted their decision to enter into a syndicated purchase agreement. At the moment, Lucchese is directing his energies towards the soft real estate market south of the border.

"Everybody knows the U.S. economy will turn around at

some point," says Lucchese.

"That makes real estate a quality investment for the long term. But it makes no sense for risk-averse buyers to go down there on their own, to take their chances, unaided, in an unfamiliar market. If they partner with Jaymor, which has an outstanding track record in these areas, they have a much greater opportunity to profit from the experience."

With Jaymor, you're able to participate in the purchase of lucrative U.S. rental properties, each managed by the company's own U.S.-based property management subsidiary, while leaving all the administrative and management headaches to Lucchese and his competent, trustworthy team. "Most recently, we've been concentrating on the state of Texas, where we're finding a number of outstanding opportunities," Lucchese continues.

In most cases, Jaymor conducts its real estate

purchases this way:

Passive investors are invited to come aboard and join a limited partnership that has purchased under-managed, undervalued properties in carefully-targeted neighbourhoods of a promising city such as Houston or Dallas. Jaymor has done equally well in other American states, including Florida and North Carolina.

As a matter of policy, the company targets revenue-producing residential properties, most of which are low-rise, multi-family dwellings in under-rated neighbourhoods, where property values seem destined to appreciate over the medium to long term. Where necessary, renovations and other improvements will take place.

But there's much more to Jaymor than the acquisition of rental properties and the syndication of limited partnerships. This is no one-trick pony.

Since incorporating almost two decades ago, Jaymor has rap-

idly evolved into a fully integrated real estate team, operating its own property-management

subsidiaries and branching out as an outstanding real estate developer in its own right, with active real estate developments in Ontario and the U.S.

"Jaymor operates on its own unique model," says Lucchese. "We've worked hard to differentiate ourselves from the competition. Here's a good example: Unlike others, we don't look for money from investors in order to finance the acquisition of an asset. As a rule, we buy the asset first and invite the investors to participate after the fact. That reduces risk for our investors.

"We identify the asset, proceed with due diligence, raise the cash to finance the purchase, and then acquire the property long before our investors get involved," he says.

Each Jaymor acquisition is structured in such a way as to provide Canadian investors with a highly attractive package of tax deductions throughout the first five years of ownership.

"Those investors who borrow 100 per cent of the stake required to participate in our process have been thrilled to discover that there's enough short-term cash flow and tax savings involved to put them significantly ahead of the game during the early phases of our limited partnership agreement," Lucchese says.

"And once we're able to turn a property around, generally within three to five years, we offer our investors a chance to take some equity off the table via refinancing. After five to 10 years, most of the initially attractive tax advantages are gone, but now we're looking at disposition for a final return to investors."

Does it work? And how. In 19 years, Jaymor has never lost on an investment deal and has never been foreclosed upon. Nor has any investor ever lost a dime.

This is a credible, efficient, well-respected team that is well worth a closer look.

For additional information,

## SHAPING THE FUTURE

TAKING ADVANTAGE

- CAPITALIZE ON UNDERVALUED, HIGH QUALITY U.S. PROPERTIES
- SUB PRIME MARKET FALL OUT CAUSING GREATER DEMANDS IN THE RENTAL MARKETS
- TAX ADVANTAGED REAL ESTATE INVESTMENT
- TWENTY YEARS OF PROVEN SUCCESS

105 WEST BEAVER CREEK ROAD, UNIT 9, RICHMOND HILL, ONTARIO L4B 1C6  
TEL: 905.882.1212 FAX: 905.882.1216 TOLL FREE: 1.800.572.3564  
WWW.JAYMORGROUP.COM

■ Website: [www.jaymorgroup.com](http://www.jaymorgroup.com)

■ Toll-free phone: 1.800.572.3564

# Gloomy global commodity prices hit stock

(Street Life is a regular feature that profiles what's playing in the stock market.)

By Nicole Strandlund  
Business Edge

## ACT I: THE THUNDER ROLLS

- **The Player:** North American Palladium Ltd. (TSX:PDL)
- **Action:** Down 40 per cent in a month (from \$3.01 Sept. 19)
- **Recent Price:** \$1.80
- **52-Week High/Low:** \$9.45/\$1.31

Hundreds of Ontario employees are getting a trick for Halloween instead of a treat.

North American Palladium, one of North America's largest producers of the platinum-type metal, is temporarily closing its Lac Dex Iles Mine in Thunder Bay and will lay off 350 employees.

The company blames the effects of recent market conditions on global commodity prices, and says closing the mine (which is currently operating at a loss) will allow Palladium to save cash and enhance shareholder value over the long term.

Palladium commodity prices have plummeted in 2008 from a high of \$582/oz. to \$180/oz., and platinum prices have dropped from a high of \$2,273/oz. to around \$880/oz.

Another metals company, FNX Mining Co. Inc. (TSX:FNX), has suspended commercial production from its Levack Complex thanks to low nickel prices, but does not expect the suspension to affect FNX's Sudbury workforce.

FNX shares have dropped 48 per cent, from \$13.05 Sept. 19 to \$6.80 Oct. 20.

## ACT II: ENGHOUSE BUYER

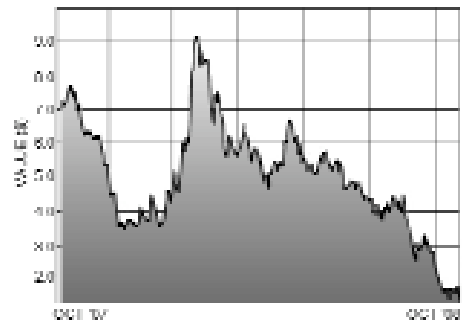
- **The Player:** Enghouse Systems Ltd. (TSX:ESL)
- **Action:** Down nine per cent in a month (from \$5.20 Sept. 19)
- **Recent Price:** \$4.75
- **52-Week High/Low:** \$7.86/\$3.75

An Ontario acquisition-focused software and services company has done it again.

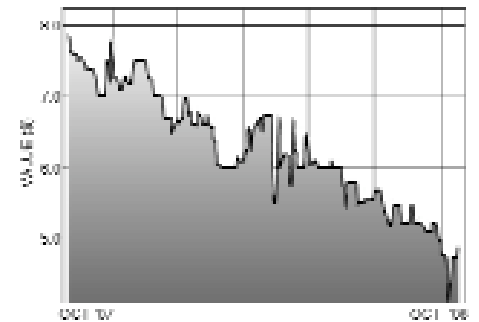
Markham-based Enghouse Systems Ltd. and its subsidiary Syntellect Inc. recently announced the purchase of Envov Group AB for \$14 million. Enghouse says the purchase of Boston-based Envov, which is a well-known global provider of IP-based voice solutions, will help Enghouse expand its global presence.

In April of this year, Enghouse acquired Gamma

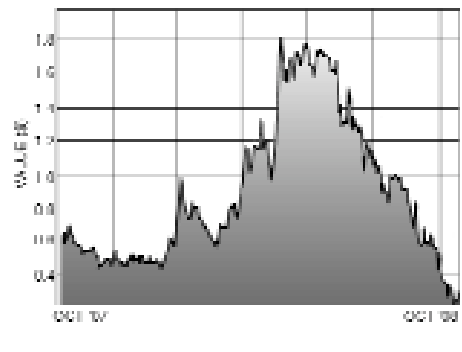
### North American Palladium



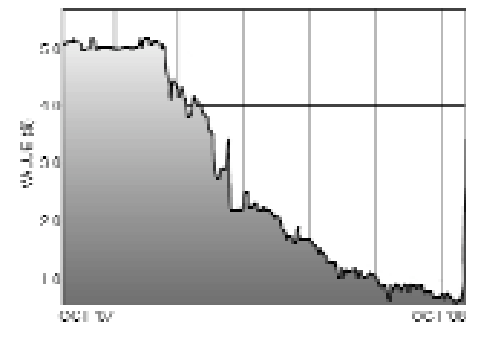
### Enghouse Systems Ltd.



### NEMI Northern Energy & Mining



### OFI Income Fund



## Street Life: Analysis

Projects Ltd. based in Wales, a network infrastructure management software and consultancy firm.

The most recent acquisition news has helped Enghouse stock continue its climb from a low of \$3.75 on October 10.

## ACT III: COAL FUSION

- **The Player:** NEMI Northern Energy & Mining Inc. (TSX:NNE.A)
- **Action:** Down 64 per cent in a month (from \$0.69 Sept. 19)
- **Recent Price:** \$0.245
- **52-Week High/Low:** \$1.93/\$0.24

The market may be volatile, but two energy

companies have agreed their initial valuation of their companies as equals is still true and their merger will go ahead.

NEMI Northern Energy & Mining Inc. based in Vancouver has agreed to merge with Aviva Corp. of Perth, Australia, to create an international coal and energy group. Aviva shareholders (ASX:AVA) will receive 0.59 NEMI shares in the form of CHESS Depository Interests (a type of security used by the Australian Stock Exchange to allow international companies to trade on the local market) for each Aviva share.

The joined company will maintain its TSX listing (likely under a new name), and apply for listings on the Australian and Botswana stock exchanges.

See STREET LIFE

Page 19



## Go Online With Business Edge

 [www.businessedge.ca](http://www.businessedge.ca)

Check out our **Careers** section for postings, articles, advice and much more!




# Striving to make your message stand out

By Terri Schlichenmeyer  
Business Edge

What – exactly – were you thinking?

You bought that latest gadget, the whoozit, a thingamajig, that whatchamacallit, knowing full well you didn't need it. You have one already, equally useless.

It was fun to plunk down money when you bought it, but now you're wondering: What you were thinking?

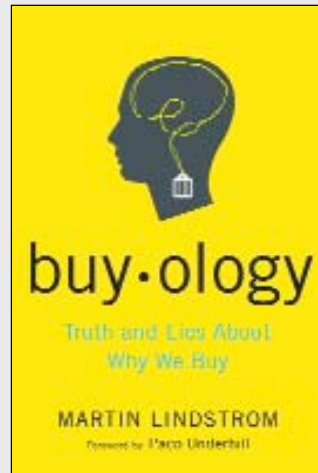
In a way, you weren't. Your emotions overrode your thoughts, which means the gadget's seller did his homework.

Hmm. Can that research help your business? Maybe. Read more in *Buyology: Truth and Lies About Why We Buy*, by Martin Lindstrom, the new book about the newest science.

We are a society of shoppers, Lindstrom points out in the beginning of this fascinating study. It's a rare day that we don't buy something, even if it's coffee or a soda from a vending machine. But when you bought that java or the cola, why did you choose the brand you drank?

Researchers know why. While

## Business Books



*Buyology: Truth and Lies About Why We Buy*, by Martin Lindstrom; c.2008, Doubleday; \$27.95; 256 pages.

you're doing business, drinking cola, and shopping till you're dropping, laboratory volunteers are wearing

swim-cap-like devices and subjecting themselves to brain scans. The scans tell researchers what products and commercials delight volunteers' brains. Data also indicates what turns consumers off.

Emotions, as it turns out, will win a buyer over every time, Lindstrom says, which happens long before any conscious decision is reached. Before you've made a thoughtful and (you think) careful buying decision, your brain has practically paid for the purchase. Lindstrom calls it your "buyology."

So how can this intriguing new science help your business?

Because we're inundated by ads, you want your message to stand out. Lindstrom says product placement needs careful consideration; the wrong use of placement may actually weaken consumer recall. Getting people to think about using your product is key because of "mirror neurons." If they imagine using the product, their brains are tricked into believing it's a done deal.

Lindstrom discusses the use of subliminal advertising (despite the furore of years past, it happens); why logos

often don't work but "gimmicky" ads sometimes do; how memories are made; why smart marketers prefer to advertise to your nose; the reason traditional research often yields wrong results; and how, in the future, political campaigns may be run by neuroscience.

When someone tells you that a book is a "page-turner," you probably think of the latest top-list best-seller. Now you'll think of *Buyology*.

Author Martin Lindstrom is fun and lighthearted, but his research (expensive, as you can imagine, but funded by various entities) is hard-core. It seemed to me that every page has three or four AHA! moments on it, all of which can only make your ad dollars work better and may help your sales team in the field.

The last book I read that was this intriguing was, I think, *Why We Buy*, by the brilliant researcher, Paco Underhill. I'm sure it's no accident that Underhill wrote the foreword here.

Pick up a copy of this book and get one of those highlighting thingamajiggies before you fix your ad budget for the new year. *Buyology* is definitely money well spent.

# Charting your Internet use can boggle the brain

By Terri Schlichenmeyer  
Business Edge

While you're pouring your first cup of coffee for the day, your computer is booting up.

You check your email.

On your way to work, you sneak a minute to check your email on your cellphone. As soon as you get into your office, you turn on your computer and . . . you check your email.

And the sports scores from last night, plus world news, the performance of your portfolio, your bank statement, your favourite comic strip, and a quick check on the exact lyrics of the song running through your mind.

Can't live without your 'net? Neither can millions of other people. So how does www impact your b-i-z? Read the new book, *Click*, by Bill Tancer, and you might find out.

Let's say you were watching some "based-on-a-true-story" TV show last night, and you wondered what was fabrication and what was real.

If you're like millions of other people, you used a computer search engine to find information on that, as well as thousands of other subjects.

On his way to work one day, Tancer heard a "fact" that sent him on a mission. As head of sales, business development and market research at LookSmart, a search engine that works with advertisers, Tancer wanted to see if the "fact" was real. Several spreadsheets later, he had his proof.

## Business Books

*Click: What Millions of People Are Doing Online and Why It Matters*, by Bill Tancer  
c.2008, Hyperion; \$27.95; 221 pages, includes index.

This led him to question several things about internet data: Why are some websites visited seasonally – in the "wrong" season?

How can a population's biggest fears be turned into a "how-to" query?

Is a list of popular searches really indicative of what internet users are looking for?

Are you going out on a limb when you ask commercial viewers or listeners to click on your business's link?

Tancer found some provocative things in his search.

Women's magazines drive website usage for the formalwear industry. Visits to adult websites occur most frequently on Friday night and fall to weekly lows on Sunday.

And, based on political website visits, it's "nearly impossible to . . . predict election results based solely on website visits and search-term volume."

So how does this impact your business?

Beats me. I was pretty well lost by the second chapter.

While the author appears to be very excited about his research and while

there was the occasional AHA! moment, the problem with *Click* is that it's way overloaded with data that, ultimately, means little unless you're in one of the handful of industries he cites.

Page after page of *Click* is jam-packed with information on web use and data searches, but – with the exception of one chapter (about "early adopters") – winnowing through it was difficult at best.

I think if you've got the time to connect the dots, you might find some valid information, but what's here surely boggled my brain.

At one point, Tancer gushes about how much he loves data.

You'd better love it, too, if you tackle this could-have-been-fascinating book. If you're not a data devotee, though, click on "no thanks."

(Terri Schlichenmeyer can be reached at [schlichenmeyer@businessedge.ca](mailto:schlichenmeyer@businessedge.ca))

# Edge@Work

## New entrepreneur feels like a proud parent

### Launching condo-cleaning company required patience, road map

My friend leaned forward in her chair and looked at me with a combination of amazement and fear in her eyes.

"You actually want to start your own business?" she asked. "That's so risky. Nobody is getting into entrepreneurship anymore."

She was almost correct. You can't make money without risk, especially considering how sharply worldwide stock markets plunged to record lows earlier this month. The number of

small-business owners is down slightly this year, according to the latest numbers from Industry Canada.

Government researchers report that, as of last December, there were more than 2.3 million "business establishments" in Canada, compared with 2.4 million the year before.

But I couldn't be talked out of it. Last July, I signed all the documents for registering my new business and started planning everything right away. I quickly learned it was far from the glamorous lifestyle I had once envisioned—rather than fancy sports cars and power lunches, my days were filled with interviewing staff and making client presentations. Never mind the power lunches, I was lucky if I had time for lunch at all.

There was also this feeling like a proud parent holding a newborn for the first time. My brand-new business was about to enter the great big world. Ready or not, here it comes.

The business would be called Condo Clean, cleaning residential condominium units in downtown Toronto's fastest-growing real estate sector. Research showed most of the condo residents are busy professionals who have the best intentions, but no time to clean. When they finally make it to the weekend, the last thing they want to do is spend it scrubbing, polishing and dusting. That's where I

### Quotable

*"It's like having a personal trainer at the gym for fitness training. They won't do the pushups or any part of the workout for you. They will show you the proper way to do it for maximum results."*



— Warren Coughlin,  
Action Coach International

### Opinion



David Hatton  
Business Edge



right away. I quickly learned it was far from the glamorous lifestyle I had once envisioned—rather than fancy sports cars and power lunches, my days were filled with interviewing staff and making client presentations. Never mind the power lunches, I was lucky if I had time for lunch at all.

There was also this feeling like a proud parent holding a newborn for the first time. My brand-new business was about to enter the great big world. Ready or not, here it comes.

The business would be called Condo Clean, cleaning residential condominium units in downtown Toronto's fastest-growing real estate sector. Research showed most of the condo residents are busy professionals who have the best intentions, but no time to clean. When they finally make it to the weekend, the last thing they want to do is spend it scrubbing, polishing and dusting. That's where I

### Small-business Resources in Ontario

<http://canentrepreneur.blogspot.com>  
[www.wisementorcapital.com](http://www.wisementorcapital.com)  
[www.enterprisetoronto.com](http://www.enterprisetoronto.com)  
[www.sbe.gov.on.ca](http://www.sbe.gov.on.ca)  
[www.ontariobusinesscentral.ca](http://www.ontariobusinesscentral.ca)  
[www.bizlaunch.ca](http://www.bizlaunch.ca)  
[www.actioncoachwarren.com](http://www.actioncoachwarren.com)

would come in to fill a need in the marketplace.

Looking up at the thousands of condominium units in downtown Toronto, there looked like infinite potential. It would be easy to pick up several hundred clients within the first month. But I would soon find out nothing is ever as easy as it looks.

My next step was to assemble a team. After all, there's no way any entrepreneur can do everything on their own. Chris Sorichetti of Toronto-based Sorichetti Design put together a great logo.

Project manager Carla Harrison and designer Laura Garnett of Back2front even worked a few late nights and weekends to come up with an initial website ([www.condoclean.ca](http://www.condoclean.ca)).

One of the biggest marketing initiatives would be a booth at the Toronto Condo Show in early October. Organizers were expecting about 18,000 people to visit the show at the Metro Toronto Convention Centre, so it seemed like a great place to introduce Condo Clean. Once one more person agreed to come on board the team, everything would be all set.

Warren Coughlin, an award-winning Coach of the Year with Action Coach International, said he

doesn't usually work with a lot of startup companies. But he agreed to make an exception for me to show *Business Edge* readers what coaching was really about.

During our first meeting in a downtown Toronto coffee shop, Coughlin explained business coaches don't run an entrepreneur's business for them. "I won't do your marketing or sales calls for you," he said. "You have to do this yourself. I will help you design the right structure and put processes in place to help you run a successful business."

"It's like having a personal trainer at the gym for fitness training. They won't do the pushups or any part of the workout for you. They will show you the proper way to do it for maximum results."

The rest of that first meeting was spent going over my marketing materials. Coughlin thought they looked good, but he questioned my approach to advertise for market awareness. There was no time for that, he said, with the Toronto Condo Show coming up fast on the calendar. We quickly sketched out a direct mail postcard design on the back of a piece of paper that used Coughlin's direct mail response techniques.

Normally during meetings, I write down only the thoughts and ideas that sound interesting. When I left that first two-hour meeting with Coughlin, I had six pages of notes.

Coughlin's clients had strong praise for his coaching ability. "Warren has been a huge help to me in growing my business," Cynthia Richards, president of Toronto-based Event Spectrum, told me one day.

Event Spectrum has become a Canadian success story in the event-planning business since Coughlin started

working with Richards about three years ago. The company has gone from annual revenue of about \$3 million and six staff to \$9.7 million and 12 staff during that time period, Richards says.

Richards has been named several times to *Profit* magazine's W100 female entrepreneurs list. Last year, the Toronto-based firm was named to the magazine's annual list of the Top 100 fastest-growing companies in Canada.

Other weekly meetings I had with Coughlin were spent looking at profit margins and goals. At one point, he sent me a document called his "Dream Builder" exercise, where clients are encouraged to be as detailed as possible about their ultimate goals. "A Lamborghini," I quickly scribbled on the top of one page where it asked what kind of car I wanted.

Coughlin wasn't impressed. "You need much more detail here," he told me. "What colour car? What kind of seats? Put down everything you can think of about this car so you can start to visualize it in your mind. The more you can visualize, it the easier it becomes to actually achieve it."

Another meeting was spent putting the structure in place to achieve the goals. I told Coughlin I wanted to make \$100,000 in profit my first year. "How many clients would it take to achieve that goal? What kind of a response are you getting from your marketing?" he asked me. "So how many new clients would you need to make that \$100,000?"

OK, it might take me two years to make that \$100,000 a year and drive my red Lamborghini with black leather seats down the street. But at least thanks to Coughlin, I have a good road map.

One of his latest projects is a series of monthly seminars for entrepreneurs in various Toronto locations. You can find out more information at [www.successcircle.ca](http://www.successcircle.ca).

The first morning of the Toronto Condo Show, I felt better prepared than ever. It was time to shift my business into high gear.

At my booth, I waited for the crowds to start. And waited. And waited. Thousands of people wandered through the aisles during the three-day show and the people I did talk to were qualified customers.

## 3 STARS from Page 14

# Check telecom's stock price at your own risk

- **Risk Rating:** Low
- **Web Watch:** www.barrick.com

## SECOND STAR

- **Manitoba Telecom Services Inc.** (TSX:MBT)

- **Recent Price:** \$40.42
- **52-Week High/Low:** \$48.18/\$30.01 (10-17-08/10-10-08)

• **Snapshot:** Manitoba Telecom is a full-service telecommunications provider. The company offers a range of services in local, long distance, wireless, directory and online multimedia markets.

- **CEO:** Pierre Blouin
- **Head Office:** Winnipeg
- **Vital Stats:** Price/Earnings Ratio (trailing 12 months), 17.20; Revenue (last fiscal year), \$1.9 billion; Earnings Per Share (ttm), \$2.35; Market Cap, \$2.5 billion.
- **Healy's View:** "I wanted a company with some good income in one's portfolio, and a good, stable kind of business. We picked Manitoba Telecom for its good yield (about 6.4 per cent), with the admonition to please not look at this stock

every day, every week, every month going forward because you may have a mild heart attack – but you're not going to have a major coronary, the way you might if the cornerstone of your portfolio is RIM or potash."

- **Risk Rating:** Low
- **Web Watch:** www.mts.mb.ca

## THIRD STAR

- **PetroCanada** (TSX:PCA, NYSE:PCZ)

- **Recent Price:** \$31
- **52-Week High/Low:** \$61.85/\$22.75 (05-22-08/10-10-08)

• **Snapshot:** Petro-Canada is an integrated oil and gas company, operating in both the upstream and the downstream sectors of the industry in Canada and internationally.

- **President and CEO:** Ron Brenneman
- **Head Office:** Calgary
- **Vital Stats:** Price/Earnings Ratio (trailing 12 months), 3.9; Revenue (last fiscal year), \$21.5 billion; Earnings Per Share (ttm), \$7.99; Market Cap, \$12.5 billion.

• **Healy's View:** "It's selling at a discount to book value and you don't get many oil companies selling at discount to book. (It has) an excellent quality balance sheet. If you buy here, I think in three to four years we'll look back and you'll have done at least a modest yield. Still probably the best of all the oils."

- **Risk Rating:** Low
- **Web Watch:** www.petro-canada.ca

• **Disclosure:** Healy owns shares in Petro-Canada and Barrick.

• **Edge Record: Best Pick:** Bell Aliant Income Fund (TSX:BA.UN), -21 per cent. **Worst Pick:** Petro-Canada (TSX:PCA), -47 per cent.

(This feature is provided for informational purposes. Investors are advised to do their own research or consult a qualified investment professional before making investment decisions. Quotes are based on results through Oct. 20.)

## STREET LIFE from Page 16

## Energy companies firm on merger

Assets of the combined company will include: Peace River Coal Ltd. in northeastern B.C., which operates a coal mine; Coolimba Power, a 400 MW integrated development in Western Australia that will be fuelled by Aviva's coal deposit; and Mmamatswe, a low-sulphur coal project in Botswana.

Completion of the merger depends on shareholder approval, meetings for which are expected in December of this year and January 2009.

subject to unitholder and regulatory approvals, and is expected to close in early 2009.

**NOTE:** The above is not intended as investment advice to buy or sell any mentioned securities. Investors should do due diligence before investing. Quotes are based on results through Oct. 20, 2008.

(Nicole Strandlund can be reached at nicole@businessedge.ca)

## CUSTOMERS from Page 18

## Some experiences test character

But it was nowhere near the numbers organizers expected.

"These are moments that are called a test of your character," Coughlin said with a grin the following week. We made up a list of 10 different marketing methods to diversify the approach.

Right now, I'm happy to report business is increasing every day. Leads are coming in by the internet, telephone and other channels. But it's not easy.

One of the best parts of my job writing for *Business Edge* has been talking to entrepreneurs from across the country, hearing about your successes and challenges.

For example, last month I got an email from Alan Schwartz, owner of Careful Delivery Services (www.carefuldelivery.com) in Toronto. Gas prices were starting to inch downward after a summer of record high prices. I thought of how much it would impact profit margins in the highly competitive

transportation sector.

Schwartz, however, kept looking for a bright side. "... in some respects it may even be cheaper to do local deliveries because there is less traffic on the road, which means you can be more productive," he wrote to me.

On the wall of Robert Herjavec's office in downtown Toronto is a framed typewritten letter from one of his first bosses.

It was telling him he was fired. Herjavec, one of the stars of CBC's entrepreneurial reality show *Dragons' Den*, told me earlier this month he finds it motivating.

Herjavec went on to help negotiate the \$335-million sale of Ramp Networks to Nokia in 2001 and founded the Herjavec Group in 2003, which was ranked in the top 10 of *Profit* magazine's Hot 50 fastest-growing companies in Canada.

Keep reading. It's definitely going to be an interesting time.

(David Hatton can be reached at hatton@businessedge.ca)

## ACT IV: OFI GOING OFF

- **The Player:** OFI Income Fund (TSX:OFB.UN)
  - **Action:** Flat in a month (from \$0.80 Sept. 19)
  - **Recent Price:** \$0.80
  - **52-Week High/Low:** \$5.42/\$0.45
- CertainTeed Insulation Canada Inc. has agreed to pay approximately \$41 million for OFI Income Fund, an Ottawa-based producer of fibreglass insulation products.

CertainTeed, a subsidiary of Pennsylvania-based building products giant Saint-Gobain, will also assume OFI's adjusted debt, a value to be calculated at closing.

Using current estimates, OFI unitholders will receive around \$3.05 per unit, which is approximately 320 per cent over the 30-day volume-weighted price for the period ending Oct. 20.

The all-cash acquisition (and subsequent delisting of OFI) is



**SML ENTERTAINMENT**

**NHL GAMES/MEDIA ROOM PACKAGE**

INCLUDES:  
LIMITED EDITION SUPER CHESS  
"DUMMIE" FIGURES  
AND  
A NHL DREAM SEAT  
LEATHER RECLINER  
AND NHL TEAM

**\$4195**  
PLUS SHIPPING  
TAX \$500

**CORPORATE GAMES ROOM PACKAGE**

INCLUDES:  
REFURBISHED COMMERCIAL  
7' VALLEY POOL TABLE  
WITH ALUMINUM  
REFURBISHED COMMERCIAL  
TORNADO FOOTBALL

**\$2099**  
PLUS SHIPPING  
TAX \$1000





www.SMLentertainment.com

# Opinions

## Harper needs forward-looking economic policy

The first decade of the new century is nearly behind us and, from an economic perspective, it has mostly been a pleasant time of annual increases in our gross domestic product, a rising stock market, declining unemployment, low interest rates and stable inflation.

Politically, this first decade has produced a remarkable transition that few of us could have foreseen when we were busy celebrating the arrival of a new millennium. The Liberal Party of Canada – then unasailable – seems finally to have run out of gas and good luck, and a commanding new figure has emerged on our national stage. His name is Stephen Harper.

Consider his accomplishments. He has united a fractious and divided right that spent a full decade mired in a fratricidal war that assured the Liberals a free ride to successive majority governments.

He has won consecutive elections, albeit with a minority of seats both times. But he has knocked two Liberal leaders out of the game – Paul Martin and now Stephane Dion.

Despite a glaring dearth of administrative or executive experience, he has proven himself more than capable in both areas by managing Parliament, keeping his caucus and party united, and by standing up to the national press gallery.

He has achieved all this with the thinnest of programs. Harper's approach has earned its own label – incrementalism. He won his first election with small initiatives of limited impact that were designed to win votes among moderate, middle-class Canadians.

But incrementalism has its limits and that became glaringly obvious when a global financial crisis erupted amid the recent federal election. Modest, inoffensive measures may suffice when times are good and the populace is content. They do not represent an adequate response to tough times. Nor can they be considered a comprehensive program for a country as diverse and difficult to govern as Canada.

If Harper hopes to turn his impressive start into a durable achievement he needs a program. Every successful Canadian prime minister has had one. Sir John A. was the architect of Confederation and builder of the transcontinental railway. Sir Wilfrid Laurier filled the West with homesteaders. Mackenzie King led the country

through the Second World War and laid the foundations of the welfare state. Louis St. Laurent and Lester B. Pearson completed that project. Pierre Trudeau gave us the Charter of Rights and Freedoms. Brian Mulroney introduced free trade. Jean Chretien

### Opinion



D'Arcy Jenish  
Business Edge

rescued the country from impending ruin caused by 25 years of budgetary deficits and a rising national debt.

Harper cannot hope to add his name to this list by getting tough with young offenders or offering middle-class parents tax credits on music lessons for their kids. He needs policies and programs that address the first fundamental challenge of the new century and that issue is economic.

Our prosperity is threatened in the short-term by the meltdown in the global financial system and the prospect of a deep and nasty recession. Long-term, this country's affluence is imperiled by two things:

The growing economic might of China, India and other emerging economic powerhouses; and the aging of the population, which will drive up the costs of universal health care, public pensions and other cornerstones of the welfare state.

The election just completed demonstrated that the parties of the left – the Liberals, the New Democrats, the Bloc Quebecois and the Greens – remain irrevocably committed to high taxes, activist government and the redistribution of wealth. They continue to believe that what worked in the second half of the 20th century will do just fine in the opening years of the 21st.

Their single-minded approach leaves Harper loads of room to distinguish himself by introducing fresh ideas and policies that address the fundamental needs of the country. Such a program puts wealth creation first and redistribution second.

It would include specific initiatives to: Increase the productivity of the workforce; encourage young people to enter skilled trades; promote entre-

preneurship and the formation of new businesses; support the commercialization of scientific discoveries; attract investment; and ensure that we have secure sources of energy.

It would also overhaul and revitalize the federal civil service by offering buy-outs for aging, over-the-hill middle managers, discontinuing programs that have outlived their usefulness and adopting other restructuring practices that have allowed private-sector corporations to flourish over the past 15 years.

This plan recognizes that the country needs a productive workforce and a competitive economy to sustain the welfare state and guarantee our social security, challenges that grow by the year due to an aging population.

It says we need policies to ensure that Canada can compete against China, India and other emerging economies. It affirms that we need to address the challenges and demands of the future because this century will not be a replay of the last.

(D'Arcy Jenish can be reached at [jenish@businessedge.ca](mailto:jenish@businessedge.ca))

### Cartoon Corner



# Young entrepreneurs basking in spotlight

## BDC names best startups in awards recognizing top up-and-comers

By Laura Severs  
Business Edge

Young entrepreneurs are continuing to make big waves across Canada.

Three years ago, a new Vancouver software company wasn't on many people's radar's screens – today Elastic Path competes with companies such as IBM and Microsoft.

Five years ago, Mississauga-based high-tech security firm UCIT Online, which specializes in video surveillance and remote-monitoring technology, was just in its infancy. Now, it's a multimillion-dollar operation that's setting records in the security industry.

Both of these startups are now sharing a national spotlight with 10 other provincial and territorial businesses.

The Business Development Bank of Canada (BDC), which promotes entrepreneurship by providing financing, venture capital and consulting services to entrepreneurs, recently unveiled the group as its Young Entrepreneur Awards winners of 2008.

Part of Small Business Week, the awards recognize up-and-coming business people between the ages of 19 and 35.

"We want to celebrate the success of our younger entrepreneurs and showcase their success to inspire young Canadians," says Michel Bergeron, BDC's vice-president of corporate relations, noting that the awards are also designed to motivate others to become entrepreneurs or to start their own businesses.

"What's interesting when you look at all of these winners is that even though they come from different regions and different industries, they all have a strong vision what they want to do with their business.

"They are leaders and they have the resilience or the drive to make this successful – it's not easy to start a business."

At least two of this year's provincial winners would not argue with that statement.

Back in 2000, as the tech bubble was bursting, Harry Chemko, 29, and Jason Billingsley, 28, were starting a consulting business in B.C. for companies wanting to get online.

Despite the odds, they pursued limited outside equity financing – a \$15,000 startup loan – and transformed their consulting firm into Elastic Path.

Today, they provide software services that power the online retail sites of some of the world's largest brands, including Aeroplan, Garmin, Samsonite and Telus, as well as handling



Photo courtesy of BDC

UCIT Online president Sidney Sommer sees national recognition on the horizon after his BDC award.

the retailer role in select e-commerce outsourcing partnerships, such as the online store for the Vancouver 2010 Olympic and Paralympic Winter Games.

Elastic Path also snagged BDC's Export Excellence Award, presented to the winner with the most outstanding export objectives, strategies and results. More than 85 per cent of the company's business is in the U.S. and Europe.

Ontario's Sidney Sommer, 33, the man behind UCIT Online (pronounced You-See-It-Online), found himself grounded from his aviation job designing a video system for airplane black boxes after 9/11.

When he started his new company, he had to pick up a few part-time jobs as well, just to pay the bills. "For the first two years, I was working on my business after hours and on the weekend," says Sommer.

UCIT Online has since grown into a multimillion-dollar business, installing security camera equipment on construction sites and feeding the video to a monitoring centre.

The company monitors hundreds of sites around southern Ontario, and working in conjunction with local police departments, averages

two arrests a week.

UCIT has also branched into the condominium sector with its Remote Concierge offering. This replaces building concierges with a round-the-clock service that can control resident and visitor access to buildings, accept deliveries and even make emergency calls – all from its monitoring centre.

"I was extremely honoured to be chosen from such a large field of talented entrepreneurs," says Sommer, whose accountant nominated him for the award.

"Winning will mean national recognition, which is huge for us because we are interested in expanding."

Other provincial and territorial winners, all selected from a total of more than 200 submissions, include:

- **Alberta:** Ted Kouri and Jared Smith, both 33, with **Incite Solutions Inc.** of Edmonton, which specializes in marketing services for small and medium-sized businesses.

- **Manitoba:** Robb Denomme, 31, **Genuwine Cellars** of Winnipeg, which caters to hotels, business figures and celebrities.

- **Saskatchewan:** Doug Elder, 33, and Danny Elder, 27, of **Off Axis Boardshop Ltd.** in Regina, which caters to wakeboarders, snowboarders and skateboarders.

- **Northwest Territories:** Lina Ball, 29, of **Bella Dance Academy**, the only

studio of its kind in Yellowknife offering ballet, tap, jazz, modern and hip-hop classes as well as dancercise and classes for parents and tots.

- **Yukon:** Rebecca Brauen, 33, of **Lilli Pie Lotions Natural Spa** in Whitehorse, which makes natural skin-care and specialty products.

The Corporate Social Responsibility Award – which recognizes practices and policies promoting environmental protection, sound human-resources management or community well-being – went to the New Brunswick provincial winner Spheric Technologies. The company provides a number of web-based services and Facebook-type tools.

"Without the BDC award, I don't think my company would be where it is today," says previous winner Melody Dover, president and creative director of Charlottetown, P.E.I.-based Fresh Media Inc., an advertising, marketing and design firm that took home a provincial Young Entrepreneur Award in 2005.

"I believe we would still be on course for growth, but I don't think it would be as rapid. If you're brave enough to work with the marketing exposure they provide – and the momentum – it will really help your business."

(Laura Severs can be reached at [laura@businessedge.ca](mailto:laura@businessedge.ca))



# Technology Edge

## Taking the panic factor out of technology

By Ian Harvey  
Business Edge

Like his clients, financial adviser Brian Shumak wants to be able to sleep at night without worry, despite these uncertain times.

In his clients' case, the "sleep factor" is their level of tolerance for risk in terms of their investments.

It's something advisers such as Shumak, 42, spend a lot of time getting to understand in order to properly choose the types of financial instruments in which they advise their clients to invest.

In his case, it's about the technology. Since Shumak's role at HC Financial Group in Toronto involves meeting with clients at their homes or offices, he's usually out of the office with his notebook PC.

Until last summer, he worried about two main things: Having his clients' data stolen or hacked, or dropping his notebook and being unable to retrieve the data.

"I was concerned about information falling through the cracks because those cracks cost you money," he says, adding the time spent calling a pay-for-service support line meant he was still spending too much time struggling with his technology tools instead of working with them. "No one needs that stress."

He knows of one business that lost a contract because a computer was stolen and the client felt the potential breach of security was serious.

Shumak doesn't want to end up in the same boat.

"I wouldn't even use WiFi in a Starbucks because I was worried someone might hack into my computer," he says. "And while I backed up on USB keys and disks and a portable hard drive in my office, I always thought the worst-case scenario would be for my house and office to burn down at the same time so I'd lose everything and the backup would be useless."

So last summer, when he discovered no-panic computing (NPC), the light went on.

NPC is the brainchild of electronics importer Larry Keating, founder and CEO of Keating Technologies, a Markham company that has been bringing cutting-edge technology to Canadians for 20 years.

The concept is simple: Instead of buying a laptop and then struggling to load software, keeping it secure, keeping protective software such as antivirus and firewalls up to date and configuring regular backups, you lease

### Quotable

*"We supply it configured with the users' name already on the screen and the help-desk number right there. It's targeted at SMBs, but we're getting some interest from larger enterprises too, which we didn't expect."*



— Larry Keating, CEO of Keating Technologies, discussing NPC, his company's latest brainchild

a laptop fully loaded with 24/7 support for \$130 a month.

It's a service targeted at small and mid-sized businesses (SMBs) that allows them to feel like "they have their own corporate IT department," as Keating puts it.

"I'd just bought a new laptop and between that and getting it going and all the issues with my other one I'd probably spent about \$3,000," Shumak says. "But I went ahead with no-panic computer despite that. I'll give the other laptop to one of my sons."

Since then, he says, he doesn't worry as much. Even if his laptop is stolen, the data is secure and can be remotely wiped as soon as it connects to the internet. In the meantime, all his data is backed up and can be installed in a replacement immediately.

It's not an idle threat. Network security company McAfee Inc. says many SMBs live with a false sense of security that they are too small to be targets of cybercriminals.

A survey of 500 IT decision-makers from companies with 1,000–2,000 employees found a third (32 per cent) of small and medium-sized businesses in the U.S. and Canada have been attacked more than four times by cybercriminals in the last three years.

A quarter of those attacked (26 per cent) took at least a week to recover, while recovery time in Canada was even greater, with a third (36 per cent) taking a week or more to fully restore their systems.

The biggest issue is that they don't take the time to allocate resources to security, McAfee says.

NPC commissioned a study by AMI-



Partners Research that found 70 per cent of Canadian small businesses believe data security is the No. 1 priority of their business, but most admit they haven't done much about it.

Theoretically, of course, anyone can do what NPC does – it would just take a lot of time and a host of different purchases.

Symantec, for example, offers its online security and data backup in the form of "software as a service (SaaS)."

SaaS is the emerging business model of the software industry, in which clients "rent" the software instead of buying it outright. It reduces costs to a fixed monthly fee and includes support and upgrades. In many cases, it takes a lot of IT pressure off the business since the software and data are often hosted at the vendor's data centre, meaning the

subscribers also jettison the costs of buying and maintaining servers.

There are many IT companies that offer similar backup and storage services along with contracted help-desk services. Others offer security services, like Nortel's secure portable office (SPO), a secure desktop on a USB key that removes all traces of a user's activities when unplugged from a PC – meaning no one can hack into the machine and extract their passwords.

The issue for most SMBs is knowing what combination of hardware, software and practices is best for their business. That's why the trend to IT outsourcing is growing. Most SMBs want to focus on what they do best – servicing their customers and growing their business.

NPC has brought this into one package and made it simple, bundling hardware with software and "wetware," the human factor sitting at the call centre to answer the phone.

NPC offers a lineup of three Hewlett Packard notebooks with a fourth, a tablet, coming soon. Each is installed with the same security software, such as ESET antivirus & antispysware business edition and DataGuard from Iron Mountain, where the data is backed up.

Also included are utilities such as Speedifier, an Outlook widget that applies some artificial-intelligence thinking to incoming emails and helps users organize them better.

"We supply it configured with the users' name already on the screen and the help-desk number right there," says Keating.

"It's targeted at SMBs, but we're getting some interest from larger enterprises too, which we didn't expect."

(Ian Harvey can be reached at [harvey@businessedge.ca](mailto:harvey@businessedge.ca))

**HOSTED PBX**

Expand your business:

- Add phone numbers from other cities
- Connect mobile and remote workers
- Eliminate costly upgrades to your old PBX

**Versature**

1-877-49-VERSA  
[www.versature.com](http://www.versature.com)

Hosted small business phone system starting at \$21.50 per user.

# Sears Canada announces new senior VP and CFO

## Business Edge

**Sears Canada Inc.** (TSX:SCC) says that **David Merkley**, senior VP and CFO, is leaving the company to pursue other interests. He will remain until Nov. 13 to ensure a smooth transition to **Allen Ravas**, who has been senior VP for finance of **Sears Holding Corp.** since 2005. Sears Canada has 197 corporate stores, 185 dealer stores and 45 home-improvement show-rooms. Its head office is in Toronto.

**Calloway Real Estate Investment Trust** (TSX:CWT.UN) says president and CEO **Simon Nyilassy** is now directly overseeing the trust's operating and development activities, and **Bart Munn**, its CFO, is overseeing investment and acquisition activities, in addition to his existing responsibilities for accounting and finance. **Rudy**

## Moving On

**Gobin** has been appointed strategy officer. Calloway's head office is in Vaughan.

**SonnenEnergy Corp.** (TSXV:PWR) says that **John Ross** has resigned as CFO and it is in the process of hiring a replacement. SonnenEnergy company designs, markets and maintains grid-connected solar-power systems. Its corporate offices are located in Toronto and its European operations are based in Polling, Germany.

**Avalon Works Corp.** (TSXV:AWB) has named **Simon Phaneuf** as its president and interim CFO. He replaces **Claudio Mirella**, who steps down from the position after three

years. Avalon is an e-business facilitator company with its head office in Ottawa.

**Iamgold Corp.** (TSX:IMG, NYSE:IAG) has appointed **Elaine Ellingham** as senior VP of investor relations and communications. Ellingham, a geologist, brings more than 25 years of experience in the mining industry. Iamgold is a mid-tier gold producer with operations in North America, South America and Africa. Its head office is in Toronto.

**Olympus Pacific Minerals Inc.** (TSX:OYM) says it has named **Peter Tiedemann** as CFO, succeeding **Pamela Campagnoni**, who has left the company. Tiedemann had previously held the role of OYM's VP of corporate affairs since last March. Olympus Pacific is a gold explorer and producer in Southeast Asia. It is based in Toronto.

**Adeptron Technologies Corp.** (TSX:ATQ) has named **Francis Lindayen**, CA, as its chief financial officer. Lindayen has a wide range of previous experience as a public company CFO. Adeptron provides product solutions and support to the global electronics and related technologies industries. It is headquartered in Markham.

**Macusani Yellowcake Inc.** (TSXV:YEL) says **Paul Andersen** is replacing **James Andersen** as CFO. James Andersen remains a director. Paul Andersen is a CA and CPA and is managing partner of a Toronto accounting firm, as well as an officer of two publicly listed firms. Macusani controls more than 20,000 hectares of mineral exploration properties in Peru. Its head office is in Toronto.

**Consolidated Thompson Iron Mines Ltd.** (TSX:CLM) has appointed **Howard Bernier** as COO. Bernier, a metallurgical engineer, most recently was senior adviser to major iron ore mining companies, performing due diligence reviews and studies on possible acquisitions. CLM is an exploration and development company with head office in Toronto.

**Golden Odyssey Mining Inc.** (TSXV:GOE) has named **Tyrone Docherty** as president and CEO. Docherty was previously president and CEO of Quinto Mining Corp. Golden Odyssey is an exploration company focused on Nevada. Its head office is in Toronto.

*(E-mail notices and photos at least two weeks before publication date to [murdoch@businessedge.ca](mailto:murdoch@businessedge.ca). For more listings, visit [www.businessedge.ca](http://www.businessedge.ca))*

## Coming Events

• **Manufacturing Change: A New Vision for Ontario's Economy** (Nov. 3, 7:30 - 9 a.m.) – Speaker: **Don Drummond**, senior VP and chief economist at TD Bank Financial Group. Location: Toronto Board of Trade downtown centre, 77 Adelaide St. W. Cost: BOT members \$55, others \$75. Info/register: [www.bot.com](http://www.bot.com)

• **Canadian Club of Toronto and Empire Club of Canada** (Nov. 3, noon) – Speaker: **Frederik Willem de Klerk**, former president of South Africa and chairman of the Global Leadership Foundation. Topic: The Third World – Is it Sinking or Shrinking? Location: Fairmont Royal York Hotel, 100 Front St. W., Toronto. Cost: Members \$60, non-members \$70. Info/register: Call 416-364-2878 or go to [www.empireclub.org](http://www.empireclub.org)

• **HR Strategies Conference** (Nov. 4, 7:30 a.m. - 4 p.m.) – Managing the people side of business. Location: London Club, 177 Queen's Ave., London. Cost: \$75. Info/register: <http://sme.londonworks.ca>

• **Venture Filing Fundamentals** (Nov. 6, 12:30 - 4:30 p.m.) – Workshop on TSX Venture Exchange-related transactions. Location: TSX Venture Exchange, 130 King St. W., Toronto. Cost: \$100. Info/register: [www.tsx.com](http://www.tsx.com)

• **Strategic Leadership Forum** (Nov. 6, 6 - 8:30 p.m.) – Speaker: **Kam Rathee**, president and executive director of the Canada-India Business Council. Topic: India – Lessons from an Emerging Power. Location: National Club, 303 Bay St., Toronto. Cost: SLF members \$50, others \$75. Info/register: [www.slftoronto.com](http://www.slftoronto.com)

• **LOAF** (Nov. 6, 10 a.m. - 3:30 p.m.) – London Ontario Agri-Food State of the Industry Conference. Location: London Convention Centre, 300 York St. Cost: Free, pre-register. Info/register: [www.ledc.com/newsevents/events/](http://www.ledc.com/newsevents/events/)

• **Building a Twenty-First Century**

**Workforce** (Nov. 10, 11:30 a.m. - 1:30 p.m.) – A Business Strategy To Overcome Canada's Skills Crisis. Speaker: **Perrin Beatty**, president and CEO of the Canadian Chamber of Commerce. Location: Toronto Board of Trade downtown centre, 77 Adelaide St. W. Cost: Members \$65, others \$85. Info/register: [www.bot.com](http://www.bot.com)

• **Canadian Club of Ottawa** (Nov. 12, 12 p.m.) – Speaker: U.S. Ambassador **David Wilkins**. Location: Fairmont Chateau Laurier, 1 Rideau St. Cost: Members \$40, others \$50. Info/register: [www.canadianclubottawa.ca](http://www.canadianclubottawa.ca)

• **Innovation and Creativity in Strategic Management Accounting** (Nov. 12, noon - 2 p.m.) – Speaker: **Merv Hillier**, president and CEO of CMA Ontario. Location: London Chamber of Commerce Centre, 244 Pall Mall St. Cost: Members \$25, others \$35. Info/register: [www.londonchamber.com](http://www.londonchamber.com)

• **Health Care Breakfast** (Nov. 13, 7:30 a.m. - 9 a.m.) – Topic: What Canada Spends on Health Care. Speaker: **Glenda Yeates**, president and CEO of the Canadian Institute for Health Information. Location: Toronto Board of Trade downtown centre, 77 Adelaide St. W. Cost: Members \$55, others \$75. Info/register: [www.bot.com](http://www.bot.com)

• **Empire Club of Canada** (Nov. 13, noon) – Topic: Y, Z and the Future of Canada's Workforce – Are We in Synch? Location: Fairmont Royal York Hotel, 100 Front St. W., Toronto. Cost: Members \$50, others \$65. Info/register: [www.empireclub.org](http://www.empireclub.org)

• **Financial Executives International** (Nov. 13, 6 p.m.) – Topic: Global Imbalances and Wealth Transfer from West to East. Speaker: **Jonathan Wellum**, CEO of AIC Ltd. Location: The National Club, 303 Bay St., Toronto. Info/register: Email [lb@passport.ca](mailto:lb@passport.ca) or call Liz Bowell at 905-936-5422.

**"After 10 months of working with ActionCOACH, we doubled our net profit margin!"**

*"I have an MBA and own a business that has been operating successfully for over 100 years.*

*One thing that hadn't changed was how much time I spent in the business – and it was a lot.*

*So I hired ActionCOACH to help me find ways to work less in my business and more for my business.*

*I have successfully delegated a number of my duties, and after six months, we were a year ahead of our profit objective. It was one of the best business decisions I have made."*



**Don McCreeedy**  
Owner, A. Guinness & Company Inc., Toronto, ON

**Discover the proven methods thousands of business owners have already used in their companies from the World's #1 Business Coaching Firm.**

Visit [actioncoach.com/businessedge](http://actioncoach.com/businessedge) today to receive your FREE 1-hour business coaching session, valued at \$375\*. See for yourself how the renowned ActionCOACH systems can work for you and your business.

**Toll-Free: (888) 478 0790**

[actioncoach.com](http://actioncoach.com)



\*To be eligible, you must have a registered corporation that has been operating for at least 12 months.

# Disappointed by Poor RRSP Returns?



# Try Real Estate!

- RRSP eligible, \$10K minimum
- RRSP transfers accepted
- 11% cash flow Bonds
- Use home equity to invest
- High quality Alberta based real estate
- Exceptional profit participation options
- Experienced development team
- Proven record of success



**FOUNDATION**  
Capital Corporation

A Division of Harvest Group of Companies

**FOUNDATIONCAPITAL.CA**

Where Land, Life and Opportunity Merge