

# Oiling the cogs of incubation in a tough economy



CABI's 18th Annual Conference  
September 13 - 15, 2009 in Edmonton, Alberta

2009 program

Your host:



**novaNAIT** | APPLIED RESEARCH AND  
TECHNOLOGY TRANSFER

at the Duncan McNeill Centre for Innovation



Canadian Association of Business Incubation  
Advancing Business Incubation Coast To Coast



## Sunday, September 13, 2009

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Pre-Conference Workshop  
Registration  
7:00 a.m. - 8:00 a.m.

Introductions  
8:00 a.m. - 8:30 a.m.

The Role of a  
Business Incubation Program  
8:30 a.m. - 9:00 a.m.

Creating a Business Incubation  
Ecosystem Where Clients Flourish  
(Part 1)  
9:00 a.m. - 10:00 a.m.

Networking Break  
10:00 a.m. - 10:20 a.m.

Creating a Business Incubation  
Ecosystem Where Clients Flourish  
(Part 2)  
10:20 a.m. - 11:45 a.m.

Networking Luncheon  
12:00 p.m. - 1:30 p.m.

Methods for Accelerating Your Growth  
1:30 p.m. - 2:00 p.m.

Secrets of Managing Board  
Relationships  
2:00 p.m. - 2:30 p.m.

Networking Break  
2:30 p.m. - 2:50 p.m.

Forces Driving Evolution  
of Business Incubation  
2:50 p.m. - 4:00 p.m.

Methodology 101 Session Wrap-Up  
4:00 p.m. - 4:30 p.m.

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Conference Registration  
3:00 p.m. - 6:00 p.m.

CABI's 18th Annual Conference  
Opening Reception  
6:00 p.m. - 9:00 p.m.

## Monday, September 14, 2009

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Conference Registration  
and Information  
7:00 a.m. - 11:00 a.m.

Welcome Breakfast  
with Keynote Speaker  
7:15 a.m. - 8:00 a.m.

An Entrepreneur's Experience  
with Business Incubation  
8:00 a.m. - 9:00 a.m.

The Innovative/Incubation Vision  
of the City of Edmonton  
9:00 a.m. - 10:00 a.m.

Networking Break  
10:00 a.m. - 10:30 a.m.

You Are Not Alone  
in the Economic Downturn  
10:30 a.m. - 11:45 a.m.

Luncheon with Keynote Speaker  
Mayor Stephen Mandel  
12:00 p.m. - 2:00 p.m.

What Can a Business Incubator  
Manager Do to Help Clients  
in Difficult Times.  
2:00 p.m. - 3:15 p.m.

Networking Break  
3:15 p.m. - 3:45 p.m.

Greening Your Facilities,  
A Platform For Action  
3:45 p.m. - 5:00 p.m.

novaNAIT/DMCI Tour  
6:00 p.m. - 7:00 p.m.

Conference Dinner at novaNAIT  
7:00 p.m. - 10:00 p.m.

## Tuesday, September 15, 2009

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Conference Registration  
and Information  
7:15 a.m. - 10:30 a.m.

Networking Breakfast  
and Guest Speaker  
7:45 a.m. - 9:00 a.m.

How To Raise Funds  
In a Tough Economy  
9:00 a.m. - 10:15 a.m.

Networking Break  
10:15 a.m. - 10:45 a.m.

How to Promote Your Incubator  
To Attract The High Potential Client  
10:30 a.m. - 11:45 a.m.

CABI's Annual Awards Luncheon  
2010 Conference Kickoff  
12:00 p.m. - 2:00 p.m.

The Future of Incubation  
2:00 p.m. - 3:00 p.m.

Networking Break  
3:00 p.m. - 3:30 p.m.

Virtual Incubation  
3:30 p.m. - 4:30 p.m.

CABI Annual General Meeting  
4:30 p.m. - 5:30 p.m.

# Welcome



Dear Guests and Colleagues:

On behalf of the Canadian Association of Business Incubation (CABI), I am pleased to welcome you to CABI's 18th Annual Conference on Business Incubation. This year's

host, Edmonton's novaNAIT has worked diligently to fill the conference with dynamic speakers, sessions rich with information in an excellent blend of powerful workshops, eye-opening incubator tours, round-table discussions, interactive forums and numerous networking opportunities.

Our theme 'Oiling the Cogs of Incubation in a Tough Economy' was appropriately chosen to provide you with new ideas for doing business with your clients. The conference will explore ways to green your facility and save you \$\$\$ to invest in more critical programs for your clients. You will also hear from many professionals who have learned the importance of partnering versus doing it all alone.

Over the next few days you will hear from individuals and groups who are creating opportunities, networks and pipelines to better serve the growth of SMEs in this tough economy. I encourage you to meet as many of the delegates as possible, share your ideas and explore opportunities that will help you grow your program over the upcoming years.

This year's Boot Camp 'Back to the Grass Roots of Business Incubation' provides a primer to all involved in Business Incubation from the novice to the seasoned professional who is looking to evolve and grow his or her program. You will leave this all day session with a toolkit filled with examples of templates successfully utilized across the country.

Canadian Business and Technology based Incubation models are attracting attention from various levels of government including policy makers and decision makers. 'Oiling the Cogs of Incubation in a Tough Economy' is about creating opportunity for you and your clients while optimizing your resources to better meet both your needs and those of your clients.

In closing, on behalf of all members of CABI and its executive, I would like to thank our host incubator novaNAIT, its staff and the organizing committee for their dedicated efforts in organizing this conference. Once again I hope you enjoy the conference and your visit to Edmonton, the heart of Western Canada.

Sincerely,

Marie Lussier  
President  
Canadian Association of Business Incubation (CABI)



Dear Guests and Colleagues:

The Northern Alberta Institute of Technology (NAIT) and novaNAIT, our Centre for Applied Research and Technology Transfer, warmly

welcome you to Edmonton and to the Canadian Association of Business Incubator's Annual Conference, the theme of which is "Oiling the Cogs of Incubation in a Tough Economy."

This year's conference features a select group of speakers that will highlight the active role business incubators and their regional stakeholders play in these especially trying economic times. Industrialized economies can only flourish if they focus on developing best-in-class products and services. As the drivers of innovation, start-ups and small businesses lead the charge in the growth and development of a sustainable economy based on intellectual capital. By providing support, guidance, and other value-added services, business incubators facilitate the viability and success of these commercial enterprises.

As a vibrant city, Edmonton has a young, strong, diversified economy, and its regional incubators contribute to this. As a participant in the region, NAIT provides real-world education in business, advanced technologies, and skilled trades to more than 84,000 learners worldwide each year. Known for student success and the provision of corporate training around the world, NAIT also engages business and industry in applied research and innovation capacities.

Through novaNAIT, NAIT operates two business incubators, the Duncan McNeill Centre for Innovation and its brand new St. Albert centre. By leveraging NAIT's internal capacity and expertise to assist companies in their development, novaNAIT is strengthening the innovation and commercialization system in the Province of Alberta. novaNAIT is also pleased to be an active Service Provider for The Alberta Innovation Voucher Pilot Program, an initiative designed by the Government of Alberta's department of Advanced Education and Technology to support the growth of early stage companies.

We are proud to host this conference and to showcase our Provincial Innovation System at work. Enjoy the conference and have a wonderful and memorable time in Edmonton. We're glad you've come to visit!

W.A. Sam Shaw, PhD  
President and CEO

# PRE-CONFERENCE WORKSHOPS

## METHODOLOGY 101 Knowledge – Contacts – Toolkit

### Back to the Grass Roots!

This all day session is a primer on the W5 you need to equip your “Toolkit” to ensure the best development of your Business Incubation Program. We have gathered professionals who will provide you with invaluable examples of the best methodologies, practices and templates in use today in Canadian Business Incubation Programs.

You will leave this full day Boot Camp with a CD filled with examples of documents and templates that have been vetted over time to reflect “Best Practices” in use today in Canada.

This session is geared for not only the novice but also the seasoned professional who is looking to evolve and grow his or her program.

**Sunday, September 13, 2009**

#### **Introductions: - Salon 8**

**8:00 a.m. – 8:30 a.m.**

Develop professional contacts in the field of Business Incubation who will share their experience and expertise.

#### **W1 - The Role of a Business Incubation Program:**

**8:30 a.m. – 9:00 a.m.**

A starting point for establishing direction and focus in your program...

- Growing Technology
- Growing Business
- Management Training
- Creating Linkages

#### **W2 - Creating a Business Incubation Eco-System where clients flourish. - Part 1**

**9:00 a.m. – 10:00 a.m.**

Approaches and methods for creating the ideal environment for nurturing business growth...

- Bricks and Mortar
- Virtual Incubation
- Location (near public transit, colleges, universities, high tech)
- Space configuration / flexibility / accessibility / wired or wireless

#### **Networking Break**

**10:00 a.m. – 10:20 a.m.**

#### **W2 - Creating a Business Incubation Eco-System where clients flourish. - Part 2**

**10:20 a.m. – 12:00 noon**

- Creating synergy for supporting the growth of SMEs
- Social Enterprise / networks
- Templates
- Services
- Joint Occupations Health and Safety Committee, MSDS sheets
- Cost Structure, space, services, facilities, added fees, training
- Staff
- Partners, government, community, schools
- Network and their roles
- Support mechanism
- Impact analysis
  - Tracking clients (business #s), after graduation
  - Graduate clients role as mentors to new clients
  - Statistics
- Marketing, Brochures, website, affiliations, Newsletters, Press Releases

# PRE-CONFERENCE WORKSHOPS



**Sunday, September 13, 2009** *(continued)*

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## **Bootcamp Luncheon**

12:00 p.m. – 1:30 p.m.

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## **W3 - Methods for Accelerating Your Growth**

1:30 p.m. – 2:00 p.m.

Develop partnerships and harness business resources...

- Community Partners
- Champions
- And for your clients:
  - Venture Capitalist, Angels, Business Development Bank, Banks, Equity

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## **W4 - Secrets of Managing Board Relationships**

2:00 p.m. – 2:30 p.m.

Realize your board's potential to its fullest extent...

- Attracting the right Board Members
- Board of Directors, role, frequency of meetings
- Managing Board Expectations
- Funding and Fund-Raising

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## **Networking Break**

2:30 p.m. – 2:50 p.m.

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## **W5 - Forces Driving Evolution of Business Incubation**

2:50 p.m. – 4:00 p.m.

Identify and follow industry trends...

- The evolution of the industry
- Youth
- +55
- Persons with a disability
- Social Networks and the Evolution of how this affects Business strategies

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## **Methodology 101 Session Wrap-Up**

4:00 p.m. – 4:30 p.m.

At the end of this participants will leave with a Toolkit on a CD filled with examples and templates of:

1. Flexible floor plans
2. Applications
3. Entrance and Exit Policies
4. Privacy
5. Leases, license and service agreements
6. Graduation Policies
7. Nondisclosure Agreements
8. Security, forms, keys, access
9. Environmental issues
10. Greening your space
11. Brochures and marketing tools
12. Joint Occupational Health and Safety committee
13. Board of Directors suggest binder items:
  - a. Agendas
  - b. Outstanding Action Reports
  - c. Status Report on Tenants
  - d. Work plan
  - e. Marketing
  - f. Facility Improvements
  - g. Health & Safety
  - h. Entrance / Exit (Exit interview, graduation certificates)
  - i. Finance
  - j. Other: Lunch & Learn, Statistics, Market reports, Rental reports

# CONFERENCE SCHEDULE



## Sunday, September 13, 2009

**Conference Registration** (Shaw Conference Centre)

3:00 p.m. – 6:00 p.m.

**CABI 2009 Opening Reception at the Fairmont Hotel Macdonald, Wedgewood Room**

6:00 p.m. – 9:00 p.m.

## Monday, September 14, 2009

**Conference Registration and Information**

7:00 a.m. – 11:00 a.m.

**Welcome Breakfast (Plated breakfast starts at 7:15 a.m. sharp.) - Salon 4**

7:15 a.m. – 8:00 a.m.

**Breakfast Speaker: Dr. Sam Shaw, President and CEO of the Northern Alberta Institute of Technology (NAIT)**

Dr. Shaw has transformed NAIT since taking hold of the reigns in 1997. NAIT has grown into a team of 3,300 staff with an annual budget of \$302 million, which serves over 84,000 students. He has been instrumental in opening several new facilities and has cultivated NAIT into the number one apprenticeship trainer in Canada, launching two unique baccalaureate programs and a new workforce development strategy. Dr. Shaw's story will speak about Business Incubation and NAIT's role – something you won't want to miss.

**An Entrepreneur's Experience with Business Incubators - Salon 4**

8:00 a.m. – 9:00 a.m.

An entrepreneur will share highlights of her experience in establishing a successful venture and discuss her perspective on the importance of business incubation.

**Speaker: Jacquelyn Shan, President & Chief Scientific Officer, Afexa Life Sciences**

Dr. Shan co-founded CV Technologies Inc. in 1992, recently renamed Afexa Life Sciences Inc., in Edmonton, Alberta. Her company developed and marketed the popular over-the-counter remedy, Cold-FX. She is the architect of the Company's core strategy of using clinical trials and science to differentiate itself in the natural therapeutics industry. Dr. Shan served as CEO from October 2003 to September 2008, during which time she led the company's successful transition from R&D to full commercialization. She will share her experience in starting this dynamic business venture and discuss the role of business incubation in facilitating commercial success.

**The Innovation/Incubation Vision of the City of Edmonton - Salon 8**

9:00 a.m. – 10:00 a.m.

Learn how the city of Edmonton, in collaboration with the Province of Alberta has become an incubation hub. It realized early that it was critical to position itself as a dynamic hub of incubation to attract companies that would create jobs, generate wealth for the city and help to diversify the economy. The city of Edmonton has taken the job of working with SME's as a priority and made investments, developed strategies and forged private and public sector partnerships to better assist SME's. Hear how the city of Edmonton and the Province of Alberta have built and continues to build this world class hub supporting innovation and economic development.

**Speakers: Ron Gilbertson, President and CEO, Edmonton Economic Development Corporation  
Dr. Annette Trimbee, Deputy Minister, Advanced Education and Technology,  
Province of Alberta**

# CONFERENCE SCHEDULE



**Monday, September 14, 2009** *(continued)*

**Networking Break - Salon 5**

**10:00 a.m. - 10:30 a.m.**

**You Are Not Alone in the Economic Downturn - Salon 8**

**10:30 a.m. - 11:45 a.m.**

There are many organizations that can assist you in helping your client companies in growing and becoming self-sufficient. Strategic linkages are instrumental in ensuring the successful growth of early-stage business. Learn how three leaders broadened their resource base and created new pipelines by partnering with organizations within their communities. It takes many hands with knowledge and experience to grow strong companies.

**Facilitator:** Ed Hobbs, Toronto Business Development Centre

**Panellists:** David McNamara, VP Incubation, InNOVAcorp  
Pamela Freeman, Vice-President Company Development, TecEdmonton  
Judy Dunstan, Manager, Business Incubators, City of Toronto

**Luncheon with Keynote Speaker - Salon 4**

**12:00 p.m. - 2:00 p.m.**

**Keynote Speaker:** Mayor Stephen Mandel, The City of Edmonton

Serving Alberta's capital city, Mayor Stephen Mandel has led the City of Edmonton since October 2004. Mayor Mandel's advancement of key initiatives like Port Alberta are driven by his dedication to fostering Edmonton's growing position as a hub for northern development, transportation, logistics, manufacturing and research. As Mayor, Stephen is a steadfast steward of numerous green initiatives and remains committed to preserving Edmonton's reputation as a global environmental leader.

**What Can a Business Incubator Manager Do to Help Clients in Difficult Times - Salon 8**

**2:00 p.m. - 3:15 p.m.**

Growing a new or early-stage business venture is always a challenge; but doing so today's economic environment is especially daunting. Learn about strategies, programs and ideas that business incubator managers can use to help their clients in these difficult times.

**ROUND TABLE: Presentations & Q & A**

**Facilitator:** Marie Lussier, Manager, National Research Council Industry Partnership Facility

**Panellists:** Ted Barton, Business Incubation Manager, Toronto Business Development Centre  
Rachel Rouhana, Business Manager Alberta, Canadian Youth Business Foundation  
Spencer Ord, Manager, Corporate Finance & Valuations, Deloitte  
Jay Kryslar, JR Shaw School of Business, NAIT

**Networking Break - Salon 5**

**3:15 p.m. - 3:45 p.m.**

# CONFERENCE SCHEDULE



**Monday, September 14, 2009** *(continued)*

## **Greening your Facilities, A Platform For Action - Salon 8**

**3:45 p.m. – 5:00 p.m.**

Whether you are building a new facility or greening your existing building, an industry expert will discuss strategies to help achieve your goals.

Also known as high-performance buildings, green buildings are intended to be environmentally responsible, economically profitable, and healthy places to live and work. In North America buildings consume billions of liters of potable water per day and are responsible for more than 30% of our total energy and some 60% of our electricity. Every building can, and must, be green. This presentation will provide building owners and operators with an introduction to the LEED (Leadership in Energy and Environmental Design) rating systems including LEED EB:OM (Existing Buildings: Operations and Maintenance) and the Green Building Performance Initiative being developed by the Canada Green Building Council (CaGBC). Using case studies of high performance building projects, we'll explore strategies for achieving LEED certification and reducing your building's footprint by reducing your energy and water consumption and waste generation.

**Facilitator:** David MacKillop, Manager, Alastair Ross Technology Centre

**Speaker:** Klaas Rodenburg, Sustainable Design Coordinator, Stantec

## **novaNAIT/DMCI TourConference Dinner**

**6:00 p.m. – 7:00 p.m.**

**Buses will depart@ 5:45 p.m. from the Jasper Ave Entrance of the Shaw Conference Centre**

The tour of novaNAIT will include visits to the facilities that NAIT has established in support of their mandate in Innovation for Edmonton and the Region. This will include tours to the novaNAIT business incubator, the Duncan McNeill Centre, where incubator clients will profile their technology and services. Following this, visitors will get a chance to participate in a tour of NAIT's Fuel Cell Research Centre that houses the first high voltage operational commercial fuel cell, and an interactive tour of the Shell Manufacturing Centre where they'll all receive a take-home prize. The tour will then end up in the HP Centre foyer for dinner.

## **Conference Dinner at novaNAIT**

**7:00 p.m. – 10:00 p.m.**

Stuart Cullum, Executive Director of novaNAIT and Applied Research, will welcome guests to the facility and for dinner. This evening, delegates will enjoy a four-course meal complemented with premium chardonnay and pinot noir from Quail's Gate. This evening will be complemented by light entertainment in the form of an improvisation group, "The Atomic Improv". Don't be surprised, if they share their views of business incubation!

# CONFERENCE SCHEDULE



Tuesday, September 15, 2009

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## Conference Registration and Information

7:15 a.m. – 10:30 a.m.

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## Networking Breakfast - Salon 4

7:45 a.m. – 9:00 a.m.

Breakfast Speaker: **Dr. Randy Frank, Laboratory Manager, Oil & Gas/Energy Markets, 3M Canada**

Dr. Randy Frank of 3M Canada will discuss the development new technologies and their commercialization.

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## How to Raise Funds in a Tough Economy - Salon 8

9:00 a.m. – 10:15 a.m.

It's never been easy to raise funds for SME's. The downturn in the economy has compounded how VCs and Angel Investors look at determining good investments relative to actual risks. Industry insiders will share their insights with you and share examples of effective presentations. The panel will provide you with the how to's and not-to-do's, to better understand the requirements of an investment pitch from start-up companies.

**Facilitator:** Stuart Cullum, Executive Director, novaNAIT

**Panellist:** Mark Holtom, COO, Innovequity  
Randy Thompson, CEO, Venture Alberta  
Mark Carlson, Vice- President, AVAC

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## Networking Break - Salon 5

10:15 a.m. – 10:45 a.m.

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## How to Promote Your Incubator to Attract The High Potential Client - Salon 8

10:30 p.m. – 11:45 a.m.

Attracting high growth clients is integral to growing your business incubation program. Three industry professionals will provide you with their methodologies in attracting clients. Fresh marketing strategies, business plan competitions and the latest in social networking will be discussed. They will get you thinking about how important your Rolodex really is, how to access their Rolodexes and how to strengthen your programs and take them to the next level. This is a session that is definitely about "more than the rubber chicken dinners".

**Facilitator:** Brent Decker, Business Analyst, Genesis Centre

**Speakers:** David McNamara, VP Incubation, InNOVAcorp  
David MacKillop, Manager, Alastair Ross Technology Centre  
Ted Barton, Business Incubation Manager, Toronto Business Development Centre

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## CABI's Annual Awards Luncheon - Salon 4

12:00 p.m. – 2:00 p.m.

CABI will be presenting its national awards recognizing contributions to and achievements in the field of Business Incubation.

The luncheon will close with a kickoff for CABI's 2010 conference.

# CONFERENCE SCHEDULE



**Tuesday, September 15, 2009** *(continued)*

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## **The Future of Incubation - Salon 8**

**2:00 p.m. – 3:00 p.m.**

The Business Incubation in Canada and around the world has grown tremendously over the years. Dinah Adkins, NBIA's President Emeritus, is recognized internationally as one of the leading figures in the field of business incubation. She will share her insight and perspective on where this industry is heading in the coming years.

**Speaker: Dinah Adkins, President Emeritus, National Business Incubation Association**

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## **Networking Break - Salon 5**

**3:00 p.m. - 3:30 p.m.**

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## **Virtual Incubation: - Salon 8**

**3:30 p.m. – 4:30 p.m.**

What is a "virtual incubator"? How is it different from the traditional bricks-and-mortar business incubator model? With a physical location traditional incubators house potential high-yield ventures on site and offer both shared services and mentorship. A virtual model, on the other hand, has no physical space limitations and tends to focus more on the mentorship service aspect. It is the difference between planting several seeds and nurturing their growth versus fertilizing a whole field in order to raise yields. The primary goal of our Virtual Incubator is to raise the yield of new firm formation and existing firm success within the Windsor-Essex region. Our "3F Strategy" is designed to do just that.

**Facilitator: André Routhier, Team Leader, VISTA, The Business Link**

**Speaker: Dr. Mark Meldrum, Director, OPTIC Virtual Incubator, University of Windsor**

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## **CABI Annual General Meeting - Salon 4**

**4:30 p.m. – 5:30 p.m.**

All members in good standing of the Canadian Association of Business Incubation are invited to participate in this Annual General Meeting.

# SPEAKER BIOGRAPHIES

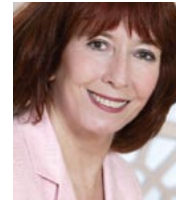


## Dinah Adkins, President Emeritus, National Business Incubation Association

Dinah Adkins retired in August 2009 as President and CEO of the National Business Incubation Association, a position she held since November 1988 when the association moved its headquarters from Pennsylvania to Athens, Ohio. Her title now is President Emeritus. As CEO Ms. Adkins oversaw all activities of the 1,900-plus member organization of incubator managers and developers and she headed a staff of 14. The most international business incubation association, NBIA currently has members representing 60 nations.

Under Adkins' direction, the Association greatly expanded its customer base and increased membership and revenues many-fold. NBIA developed a comprehensive array of member services including publications, training, research, consulting and information clearinghouse activities. With Adkins in the lead, NBIA managed consulting efforts for major Japanese, Bulgarian, Chinese, Kuwaiti, Malaysian and American contractors. The Association maintains a Web site with more than 14,000 pages of information on business incubation and NBIA. Individuals who have questions about business incubation and entrepreneurship development contact NBIA more than any other organization.

Prior to assuming her position with NBIA, Ms. Adkins was founding staff of the Ohio University Innovation Center, a campus-based incubator, from its inception in 1982. She managed the incubator from January 1986 until July 1989. Ms. Adkins also worked in journalism, public relations and events management. She holds Bachelor's and Master's Degrees in English from Ohio University.



## Ted Barton, Business Incubation Manager, Toronto Business Development Centre

Following a successful twenty year career in retail management for a national organization, Ted Barton transitioned his career to the world of small business support. For over twelve years, Ted has been directly involved in supporting new business development throughout the city of Toronto. Prior to joining Toronto Business Development Centre (TBDC) six years ago, Ted worked with Social Enterprise Development Initiatives (SEDI) as a manager in their self employment programs division. Since joining TBDC, Ted has worked in various management capacities. He coordinated the expansion of TBDC into its Toronto West Campus, leading the growth of TBDC's business incubation and self employment training programs. Ted is a well known speaker at business seminars and networking events throughout the Greater Toronto Area and is actively involved with programs that support entrepreneurship among youth and persons with a disability. Ted is currently the Incubation Programs Manager at Toronto Business Development Centre.



## Mark Carlson, Vice President, Investment, Northern Alberta Institute of Technology

Mark has conducted operational work and strategic planning for emerging technology companies over the past 10 years, with a special emphasis in venture capital investment, corporate finance and valuation. In all cases, investments were early stage extending through the software, life science, agriculture and manufacturing sectors. Mark holds an MBA, is an avid runner and has comprehensive, hands-on knowledge of irrigated crop and cow-calf production based on his southern Alberta farm up-bringing.



## Stuart Cullum, Executive Director, Northern Alberta Institute of Technology

Stuart Cullum directs NAIT's applied research, enterprise development and technology transfer activities. Stuart has significant experience in business, technology transfer and early stage investment. In his previous role with WestLink Innovation Network, he was responsible for identifying and building on opportunities to grow business ideas from the research stage into sustainable products. As an investment manager with AVAC Ltd., he assessed project plans and recommended commercialization strategies and investments for a range of clients, including researchers, companies and community stakeholders. Stuart is the inaugural Executive Director of novaNAIT.



## Brent Decker, Business Analyst, Genesis Centre

Brent is a Business Analyst with the Genesis Centre, a high-technology, high growth, business incubator. The Genesis Centre is a division of the GENESIS Group Inc., the technology commercialization arm of Memorial University. Brent has been working in the field of entrepreneurship and economic development for 15 years and has helped hundreds of businesses get started and grow. He holds a Bachelor of Commerce from MUN and has completed the Certificate in Incubator Management from NBIA. Brent is currently on the Board of Directors of Junior Achievement of Newfoundland and Labrador and is a member of the Canadian Youth Business Foundation Loan Approval Committee.



# SPEAKER BIOGRAPHIES



## **Michael Donahue, Business Development Manager, Toronto Business Development Centre**

Michael Donahue is Business Development Manager at the Toronto Business Development Centre (TBDC). In this role, Michael has leadership responsibility for developing new service initiatives and establishing community partnerships to support the growth of the Centre.

For over twelve years at TBDC, Michael's career has focused on nurturing the success of new and early-stage businesses. Before assuming his current role in 2008, Michael was Incubation Programs Manager where he worked closely with client entrepreneurs to help them achieve their goals. Prior to joining TBDC, Michael established and managed a successful medical instrumentation business where he learned first-hand about the challenges faced by entrepreneurs.

In addition, Michael teaches business management at Centennial College in Toronto where he sees the desire of Canadian youth to become successful entrepreneurs and business managers. He is a regular guest speaker at CABI conferences and elsewhere. Michael is a graduate of the University of Toronto where he studied Economics and currently serves on the Board of the Canadian Association of Business Incubation.



## **Judy Dunstan, Manager, Business Incubators, City of Toronto Economic Development, Culture & Tourism**

Judy Dunstan is Manager of Business Incubators at the City of Toronto. She was a Registered Professional Planner for many years with a career that spans both public and private sector experience in business incubation and economic development. Judy has a combined Honours Degree in Geography and Urban Studies and obtained her Economic Development Certificate from the Economic Developers Association of Canada and the University of Waterloo.

In her current role, Judy facilitates the establishment, maintenance and/or expansion of business incubators across the city. She has a keen interest in collaboration and the cross pollination of ideas, best practices, and shared service delivery. She also focuses on the economic impact of business incubation through success metrics and performance standards that evaluate incubator activity and their impact on the local economy.



## **Dr. Randy Frank, Laboratory Manager, Oil & Gas/Energy Markets, 3M Canada**

Randy joined 3M Canada's Research & Development group in July 2000 and spent several years as a Senior Chemist as a member of our microencapsulation technology research team. Randy then entered 3M Canada's technical management ranks and has held a number of laboratory management positions focused on new product and application development for several different 3M businesses. Randy, who is now based in Calgary, is leading 3M Canada's new product strategy, technical deployment and laboratory activities for our Oil & Gas/Energy Markets business.

Randy obtained his Ph.D. in Polymer Chemistry from McMaster University, Hamilton, Ontario, Canada and his areas of technical expertise include polymer synthesis, polymer solution properties and polymerization kinetics. Randy holds undergraduate and Master's degrees from the University of Waterloo, Waterloo, Ontario.



## **Pamela Freeman, Vice-President Company Development, TecEdmonton**

Pamela has more than 15 years' business experience and consulting services to the private and non-profit sector. She has owned and operated her own business, and held senior positions in a number of non-profit organizations. Pamela is a Certified Management Consultant (CMC) and received a MBA from the University of Alberta. She joined the University's technology transfer office in 2000 and is currently Vice-President of Company Development, which provides business development support to early stage technology based companies.



## **Ron Gilbertson, President and CEO, Edmonton Economic Development Corporation**

Ron Gilbertson has been the President and CEO of Edmonton Economic Development Corporation since 2007. Prior to joining EEDC, Mr. Gilbertson was the President of Lacent Technologies and the founding President and CEO of Edmonton Regional Airports Authority. He also was a senior executive with Alberta Research Council and was responsible for two divisions with Stanley Associates Engineering, now Stantec.

Mr. Gilbertson currently serves on the board of directors of TEC Edmonton and the Sawridge Group of Companies, as well as the strategy council of the Mazankowski Heart Institute. He has a Masters of Economics from the University of Manitoba and has been active with a number of community organizations, including the Capital Region United Way.



# SPEAKER BIOGRAPHIES



## Ed Hobbs, General Manager, Toronto Business Development Centre

Ed has been General Manager of the city of Toronto's internationally award winning Business Development Centre for over 10 years. During those years the Centre's services and programs have grown to where it now serves clients from two locations in Toronto with two more locations in the planning. In addition to his duties at the Toronto Business Development Centre, Ed is Chair of the Canadian Association of Business Incubation (CABI) a position that he has held for the past 5 years. A graduate of both Ryerson and Wilfrid Laurier Universities, Ed has also taught various entrepreneurial courses at Centennial College's School of Business in Toronto for the past 15 years.

Ed has delivered numerous seminars locally, nationally and internationally on Business Incubation, Economic Development and Entrepreneurial Practices. He also served on the Ontario Government's Committee to Explore Self Employment Opportunities for People with Disabilities. As a result, the Toronto Business Development Centre has become Ontario's leading entrepreneurial development organization for people with a disability.



## Mark Holtom, Product Development Officer, Northern Alberta Institute of Technology

Mark Holtom coordinates product development projects, including prototype development and technical consulting. He brings several years of business development and early-stage product development experience to novaNAIT as co-founder of companies like Innovequity Inc. and Data Driven Tech. During his time with Innovequity, a high-tech start-up company with an automated construction technology, Mark raised more than \$1.5 million in both public and private sector monies for prototype development. He has also raised several million dollars for his real estate holdings partnership.



## Jay Kryslar, JR Shaw School of Business, NAIT

Over the last 27 years Jay has taught over 1,400 potential or existing business owners in entrepreneurship, business planning, and marketing courses at the post-secondary level. Jay also has delivered over 120 seminars and presentations in both national and international venues.

Jay is the former senior adviser on entrepreneurship and small business for the Alberta government (7 years). Jay has experience in running a consulting and training business focusing on SME's and SME policy research (7+ years). He is past president and current director of the Canadian Council for Small Business and Entrepreneurship and a past vice-president of the International Council for Small Business. For three years he was program manager of VenturePrize one of Canada's largest business plan competitions.

Jay holds a Masters in Public Administration (MPA), BA in Economics, secondary teaching certificates in Ontario and B.C., and certification in both the U.S. and Canada in Entrepreneurship Education Instruction.

Currently Jay is a full-time faculty member at the JR Shaw School of Business at NAIT in Edmonton, Alberta, instructing in new venture creation, entrepreneurial studies, and small business management and helping to develop NAIT's new 4 year business degree program



## Marie Lussier, Manager, NRC Industry Partnership Facility, Ottawa

With over 20 years experience fostering the start-up and growth of Canadian companies, Marie Lussier is manager of the NRC Industry Partnership Facility in Ottawa a technology based incubator. This incubator has assisted over 45 tenant companies since opening its doors 10 years ago. She previously managed the CRC Innovation Centre and was successful at assisting in the growth of 42 successful start-up companies in 14 years; emerging as a leader in the business incubation field in Canada.

As a member of the board of directors of the Canadian Association of Business Incubators (CABI), Marie was first elected as CABI president in 2001. Under Marie's leadership, CABI has grown from a relatively small organization to become Canada's recognized voice on business incubation. With membership from coast-to-coast, CABI is now a truly national organization with more than 60 per cent of its membership from the Canadian technology sector. Marie has also been very instrumental in the development of a truly Canadian incubation model, and is proud of the fact that three of CABI's member incubators have won international recognition.

A dynamic speaker, Marie has delivered numerous seminars throughout Canada and the United States. Marie has also addressed numerous international trade missions, symposiums and conferences as one of Canada's recognized experts in business incubation. A graduate of the University of Manitoba, Marie has been published in numerous journals and newspapers on business incubation issues.





## Dave MacKillop, Manager, Alastair Ross Technology Centre

Dave has a strong interest in looking for ways to reduce the impact that the ARTC has on the environment. Since 2003, he has involved the ARTC in a number of environmental projects including commercial xeriscaping, the ARTC "Green Roof" BOMA Go Green Certification, and the wind turbine research project in conjunction with Sustainable Energy Technologies.

Prior to joining CTI, Dave had a twenty plus year career in banking (lending, Region Manager, Human Resources), and consulting (executive search, change management, career development).

Dave, his wife, and three adult sons have lived in Calgary for over twenty years. They have enjoyed many years of family activities, particularly camping in the mountains and across southern Alberta.



## Mayor Stephen Mandel, City of Edmonton

Serving Alberta's Capital City for a second term, Mayor Stephen Mandel has led the City of Edmonton since October 2004.

As Mayor, Stephen is a steadfast steward of environmental and value-added initiatives and has worked with our regional neighbours to mark a new era of regional cooperation and growth.

Mayor Mandel also celebrates Edmonton's arts community and multiculturalism as great strengths of our City and his inclusive vision reflects Edmonton's vast energy and character. He is a strong advocate and voice for low-income families, seniors and those in need.

Before running for public office, Mayor Mandel was an accomplished businessman bringing 30 years of private sector experience to City Hall. He has also been an active community volunteer for organizations including the Mazankowski Heart Institute, Heart and Stroke Foundation, Jewish Community Centre, and Allen Gray Continuing Care Centre.

He has been married to wife Lynn for 34 years. They have two grown children.



## David McNamara, VP Incubation, InNOVAcorp

David McNamara is Vice President, Incubation at InNOVAcorp, an organization enabling innovative early stage Nova Scotia companies to accelerate commercialization of their technologies and increase competitiveness in export markets. In this role, David manages the Technology Innovation Centre in Dartmouth, the BioScience Enterprise Centre in downtown Halifax, and a third facility occupied by a major post-incubation client. He pioneered the first government department in Canada focused on small business development. During an extended tenure as executive director of finance and administration in the Small Business Development Department, he managed the province's loan portfolio, funding relationships with small and medium size enterprises, the provincial employment program, and all aspects of finance related to Nova Scotia's industrial parks.

David is currently leading the development of InNOVAcorp's new BioScience Enterprise Centre. The planned facility will replace the existing centre on Lower Water Street in Halifax, and relocate to Dalhousie University in spring 2011. David is also the lead on InNOVAcorp's Woodside Knowledge Park initiative. InNOVAcorp has partnered with the Halifax Regional Municipality and the provincial and federal governments to complete phase two of the Woodside Knowledge Park, which will include the development the Highway 111 Mount Hope extension, which will provide direct highway access to the Knowledge Park.

With over thirty-seven years of community, economic and business development experience with the Nova Scotia government, David has consulted on incubator development in the Caribbean, Sweden, the State of Maine, and many Canadian provinces, and is currently assisting with two proposed facilities in Nova Scotia. He is a regular guest speaker at the National Business Incubation Association (NBIA) and Canadian Association of Business Incubators (CABI) conferences. David is president of the Entrepreneurs' Forum and is on the board of directors of the Canadian Swedish Business Association and the Swedish-Canadian Chamber of Commerce, and the board of directors and executive of the Canadian Association of Business Incubation.



# SPEAKER BIOGRAPHIES



## **Dr. Mark Meldrum, Director, OPTIC Virtual Incubator, University of Windsor**

Mark Meldrum is currently Assistant Professor at the Odette School of Business at the University of Windsor. He is also an Adjunct Faculty member at the School of Business at Wayne State University. He is very active in research dealing with the intersection of innovation and business cycles. His teaching focus is in the field of Entrepreneurship and Finance having developed courses for engineering students (Technology Entrepreneurship) and finance students (Entrepreneurial Finance). He is Director of an Ontario funded Virtual Incubator called OPTIC ([www.opticvi.org](http://www.opticvi.org)) which helps create an environment in the Windsor/Essex county region for the emergence of new ventures. Meldrum is an active economic contributor to the media having done well over 600 interviews for CBC Radio and TV, BNN, A-Channel, as well newspapers such as The New York Times, The Toronto Star, The Ottawa Citizen, The Montreal Gazette, and the Vancouver Sun. Meldrum is also the founder and CEO of Trader Training Academy, an online education service targeted at investors who are seeking to manage their own funds in the market. He authors two weekly newsletters aimed at both business and investors – The Currency Outlook and the Equities Week Ahead. Formerly, he owned an IT sector business engaged in software product development and deployment. Augmenting his entrepreneurial experience and expertise, Mark is also the faculty advisor to the Odette Trading Club which has a membership base of 217 participants and a traded fund at \$325,000 USD.



## **Spencer Ord, Manager, Corporate Finance & Valuations, Deloitte**

Spencer is a Manager practicing in the area of Corporate Finance and Valuations at Deloitte & Touche LLP in Edmonton. His past experience includes deal screening early stage and later-stage technology companies, having worked in analyst roles for institutional private equity and early-stage angel capital settings.

More recently, Spencer has cultivated a focus on Cleantechnologies and is the lead contributor to the soon-to-be-released Deloitte-SDTC Western Canada Cleantech Report, which highlights the key challenges and opportunities facing the Cleantech industry in Western Canada, based on survey responses from Cleantech companies located in BC, Alberta, Saskatchewan and Manitoba.

Spencer has an MBA in finance from Purdue University and is working toward completing his Chartered Business Valuator (CBV) designation this fall.



## **Klaas Rodenburg, Sustainable Design Coordinator, Stantec**

Klaas has been in the buildings design industry for more than 30 years and with Stantec for more than 20 where he has worked in a variety of capacities. In 1988 Klaas was given the responsibility of transforming the mechanical and electrical departments from manual drafting to Computer Aided Drafting and Design (CADD). During that time he was part of numerous multidiscipline teams responsible for the design of building projects ranging from small office buildings to large hospitals and research facilities. In 1994 he was responsible for directing the marketing efforts of Stantec that saw the development of a single brand and laid the foundation for a single source of marketing materials through electronic means. From 2003 to present he has been responsible for developing the multi-disciplined integrated design processes for Stantec's Sustainable Solutions team.

Klaas is a Certified Engineering Technician (CET) in Alberta and has an Arts Degree from the University of Alberta (1984) with a specialization in Industrial Design. He received his LEED® Accredited Professional designation in 2003 and leads the Stantec sustainable design steering committee. He received a Master of Arts in Communication & Technology from the University of Alberta in 2009.

He is the Chair of the Alberta Chapter of the CaGBC and Past Chair of the Leaders Forum a committee of the senior executives from all eight Canadian Chapters. He was the co-chair of the organizing committee for the 2008 and 2009 version of the Sustainable Building Symposium held in Edmonton and Calgary where he made several presentations.



# SPEAKER BIOGRAPHIES



## Rachel Rouhana, Business Manager Alberta, Canadian Youth Business Foundation

Rachel Rouhana is passionate about working with youth entrepreneurs. As the Alberta Business Manager for the Canadian Youth Business Foundation (CYBF) Rachel helps turn entrepreneurial aspirations into reality. A graduate of the University of Pennsylvania, Rachel has held several positions which have helped her to hone her economic development, business planning, financial, communications and public relations skills. Prior to moving to Alberta in January 2008, Rachel lived in Nova Scotia where she most recently worked as an Economic Development Officer with one of CYBF's Community Partners, Hants-Kings Community Business Development Centre. In addition to her work and education, Rachel also has a strong volunteer background which includes working with Junior Achievement as well as other small business and business management programs.



## W.A. (Sam) Shaw, President and CEO, Northern Alberta Institute of Technology

Dr. Shaw assumed his responsibilities as President and CEO of the Northern Alberta Institute of Technology (NAIT) on October 1, 1997. Today, Dr. Shaw leads a team of more than 3,300 staff serving over 84,000 students with an annual budget of \$302 million.

Dr. Shaw holds a BA from Chaminade University of Honolulu, an MSc from Dalhousie University and an MEd and PhD from the University of Toronto. He is a member of Industry Canada's Science, Technology and Innovation Council, Chair of the Standards Council of Canada - Canadian Advisory Committee, Chair of the Alberta Career Education (ACE) Network, and sits on a number of boards including the Canadian Bureau for International Education, and the Canadian Commercialization Corporation. Dr. Shaw also supports charitable organizations such as the United Way.

Dr. Shaw has a strong personal commitment to lifelong learning. He has completed the Professional Development program at the Harvard University Institute for Educational Management and earned his Chartered Director designation in 2006. He teaches Organizational Behaviour at NAIT and is adjunct professor in the MBA program at Cape Breton University.

Dr. Shaw received the 2005 Distinguished Leadership Award from the Council for the Advancement and Support of Education (CASE) District VIII. Alberta Venture magazine named Dr. Shaw their 2004 Business Person of the Year and one of their 50 Most Influential People in 2000 and 2005.

During Dr. Sam Shaw's tenure, NAIT has opened the state-of-the-art NAIT HP Centre for Information and Communications Technology - home of the Duncan McNeill Centre for Innovation - as well as a number of other world-class centres including the NAIT Petro-Canada Centre for Millwright Technology, the NAIT Spartan Centre for Instrumentation Technology and the NAIT Shell Manufacturing Centre.

Under Dr. Shaw's leadership, NAIT has grown into the number one apprenticeship trainer in Canada and launched two unique baccalaureate programs - a Bachelor of Technology in Technology Management and a Bachelor of Business Administration in Enterprise Management. NAIT was recognized as one of Alberta's Top Employers for 2007 and 2008, and most recently announced a \$1.5 billion workforce development strategy.

He is most proud of NAIT's 148,000 alumni who are getting the job done in Alberta and around the world.

Dr. Shaw and wife Claudia have three children, Clayton, Robyn and Amanda.



## Dr. Jacqueline Shan, Co-Founder, President, & Chief Scientific Officer, Afexa Life Sciences

A highly accredited doctor and innovative entrepreneur, Dr. Shan is a powerhouse of knowledge and influence. Co-discoverer of the nationally acclaimed medicine COLD-FX, Dr. Shan spearheaded the growth of Afexa Life Sciences (formerly CV Technologies). During her tenure as President and CEO, COLD-FX experienced exceptional sales growth, from \$1 million in 2003 to over \$40 million in 2008, making it the number one cold/flu remedy in Canada. Now the company's Chief Scientific Officer, Dr. Shan applies her passion for scientific research and her commitment to preventative medicine in establishing Afexa Life Sciences at the forefront of North America's healthcare industry. As a woman in business and an advocate for preventative health care, Dr. Shan has discovered the right prescription for success.





## Randy Thompson, CEO, Venture Alberta

R Stewart (Randy) Thompson has been working in the start up venture space since 1992 when he started the first ISP in Alberta. In 1999 he started working on developing Angel Groups in Alberta, starting with an organization that matched deals for Western Canada investors on the Internet. Since that time, he led a team that started Deal Generator, an Edmonton based Angel group, and in 2003 Randy started Keiretsu Forum Calgary, an internationally affiliated angel group with over 400 accredited investors.

In 2001, Mr. Thompson began to work as a Venture Capital Advisor to the Province of Alberta, starting the Alberta California Venture Channel, bringing together investors and companies in both regions. He has also introduced Alberta as an investment region to investors in New York, London, Hong Kong, Shenzhen, Seattle, and Dallas.

In March 2007 this year, Randy parlayed his Angel experience into a new role- General Partner in a new cross border Venture Fund, Argon Venture Partners. With two General Partners in Silicon Valley, and one in Western Canada the fund is uniquely positioned to support early stage companies. The fund is focused on Information Technologies in both regions (Western Canada and Silicon Valley). Randy also sits on the board of four companies and one not for profit.



## Dr. Annette Trimbee, Deputy Minister, Advanced Education and Technology

Ms. Trimbee has a Ph.D in Ecology from McMaster University, a M.Sc. in Botany from the University of Manitoba and a B.Sc. in Biology from the University of Winnipeg. Ms. Trimbee began her career in public service in 1986 at Alberta Environment where she applied her academic scientific background to a policy setting through a number of positions including Executive Director of the Policy Secretariat and Director of Environmental Assessment and Strategy.

Ms. Trimbee's career accomplishments include significant roles in:

- developing Alberta's Health Policy Framework;
- developing reform strategies for pharmacy, primary care, access and continuing care; and
- building Alberta's integrated resource management framework and water policy legislation.

Prior to her current assignment, she served for over five years as the Assistant Deputy Minister, Strategic Directions Division, of Alberta Health and Wellness where her responsibilities ranged from strategic health policy to research and quality programs to intergovernmental initiatives. She also had program responsibility for the key areas of pharmacy and continuing care.

On March 13, 2008, Annette Trimbee was named Deputy Minister of Alberta Advanced Education and Technology. As Deputy Minister, Ms. Trimbee guides the department's strategic leadership in the development of a knowledge-based economy in Alberta through the provision of accessible, affordable and quality learning opportunities for all Albertans and support for a dynamic and integrated innovation system. She came to the portfolio with experience working with post-secondary and research stakeholders through high level projects such as the Health Policy Framework and various research-based policy initiatives.

She is married and has two teenage children.

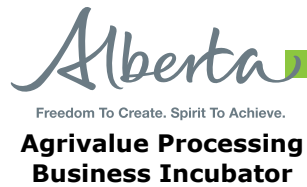


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