

THE • CABI • NEWS

• Official newsletter of the *Canadian Association of Business Incubators* •

• CALGARY RESEARCH AND DEVELOPMENT

AUTHORITY EXPANDING

by Dave MacKillop, *Calgary Research and Development Authority, Calgary AB*

Calgary's Technology Innovation Centre is planning a new addition. In fact, the Centre is doubling the size of its existing facility.

The new structure, located 100 feet south of the present building, will be 54,000 square feet. It will house at least 11 new clients including Clinicare, Quadrus Development, Apps on the Web, ElectroBusiness, myCyberschool.com, myfave.net, Pallister Resources, Bapty Resources, Autobranch, Visioneering Institute and Intres Research.

Joining the two structures will be a one storey, 6,000 square foot link, designed to maximize 'people interaction.' This link will be the entrance to the new facility and will house the Calgary Research and Development Authority's offices, eating area and boardrooms.

Move-in date for the new facility is the first of July. There will be a huge grand opening in late September. ●

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• SILVER FOX DEVELOPMENTS NOMINATED FOR AWARD

by Johannes Larsen, *Miratech, Miramichi NB*

Mark and Murray Etheridge of Silver Fox Developments, a client of Miratech Inc., were among three finalist nominees for an Entrepreneurship and Technology Award. The award, given out in early May, was sponsored by the Centre for Entrepreneurship Education and Development.

The brothers were chosen as finalists based on their age and potential for developing a successful online learning firm. "It is very nice to be recognized for the effort and success we have had in the past four years and we look forward to playing a significant role in the growth of Canada's IT Industry," said SFD's president Mark Etheridge.

The Etheridges attribute much of their success to persistence and positive thinking.

Silver Fox Developments was established in 1996 and currently offers a successful educational software package for university introductory psychology courses.

The Etheridges are in the process of completing a business plan focusing their knowledge and experience on the consumer self-help market.

The Etheridges attribute much of their success to persistence, positive thinking and the patience of knowing that even more success is just around the corner.

In addition to being nominated for the Entrepreneurship and Technology Award, Silver Fox Developments recently won an international WEB award for designing Miratech Inc.'s website - www.miratech.com Congratulations to Mark and Murray Etheridge on all of their success! ●

● CEIM SUCCESS STORY

by Mirjana Martic, CEIM, Montreal PQ

The management of the Centre d'Enterprises et d'Innovation de Montreal (CEIM) is pleased to announce one of its incubator clients, eFundraising.com, has been purchased by a major information technology firm. ZapMe!, North America's leading provider of quality technology and online educational content, recently acquired eFundraising.com for \$27 million. Strategically located in Montreal's Multimedia City, eFundraising.com is the world's leader in online fundraising. This deal will enable the Quebec company to considerably expand its network and create more than 60 jobs in Montreal's information technology sector.

"Through the years, CEIM has always believed in us and supported our project."

Mr. Eric Boyko, Chairman and VP Finance of eFundraising.com, feels that the CEIM has played an important role in his company's present success. "We are even more pleased that this announcement could be made within the confines of the CEIM given that, through the years, the CEIM always believed in us and supported our project," stated Mr. Boyko.

When the CEIM's main financial backers (three levels of government, the Power Corporation, the Royal Bank, Bombardier, Hydro-Québec, Imasco and the Dobson Foundation) decided in 1997 to invest in the incubator, they were at the forefront of a new trend which has gained popularity throughout North America. They recognized the value of associating with an incubator that nurtures emerging, new economy firms.

The mission of the CEIM is to assist young entrepreneurs and researchers in the business and academic communities who develop innovative, technology based, and commercially sound products. These entrepreneurs may excel in the technological domain, but they need management counsel to validate the commercial potential of their innovation, to develop a national and international marketing plan, and to negotiate and obtain

financing for their project. Thanks to the CEIM governors' national and international network of contacts among the financial community, our organization is able to offer clients these types of services. These services are extremely attractive for the entrepreneurs because they do not require the entrepreneurs to share in their firm's capital structure. ●

*In the long run, you only hit what you aim at.
Therefore, though you should fail immediately, you
had better aim at something high.*

~ Henry David Thoreau

CABI NEWS BULLETIN BOARD

*A place where members can check out updates on
what's happening and who's doing what.....*

Since his departure last fall as an active member of CABI, Ray Rivard has been keeping himself busy with other ventures.

Ray and his wife currently run a uniform shop. They sell nurses uniforms, as well as brownie and girl guide uniforms. Their business is about to grow exponentially, as they recently received a contract to provide uniforms for 2,500 high school students. Ray is currently attempting to find suppliers for material etc. He is also in the process of creating his company's website and hopes to have it up and running by the end of May, 2000. The address is www.uniformsthatwork.com.

Although Ray is not working with incubators at the moment, he hopes to stay involved through contract work.

Ray is greatly missed by everyone at CABI, but we wish him much success in all his endeavours.

*Whatever you can do or dream you can, begin it.
Boldness has genius, power, and magic in it.*

~ Johann Wolfgang von Goethe

● NEW PROGRAM PROGRESSING

by Sarah Morris, AgriTECH Park, Truro NS

This article is the second of a series that will track the progress of a new program launch at Nova Scotia's AgriTECH Park. The planning team welcomes any suggestions or comments that will add value to its development process. Contact 902-896-7275 or smorris@agritechpark.com

The development and launch initiatives for our new website continue. The test phase, in which members of our potential market use the website, is not progressing as we would have liked. We recognize now that we need to spend some more time on client education so they can test the product properly. That education campaign is in the design stage, so our test market process will take longer than initially expected. Live and learn!

The newest and most exciting news about our website is the development and launch of our online internal newsletter, *Cornerstone*. As you may recall, AgriTECH is part of a larger incubator 'alliance' that includes InNOVAcorp, the Technology Innovation Centre and the BioScience Enterprise Centre. We had identified the need for a joint internal newsletter about 18 months ago, but were reticent to develop a solution until we knew where our programs were headed. Once the development of a new, client-centred website was approved, we knew there would be an online solution that would help us minimize costs and maximize quality and function.

Cornerstone contains a series of short articles on our clients that helps raise awareness among the client group about each client company - its successes and challenges. Our clients, now numbering more than 70, have the opportunity to promote themselves among their peers and other stakeholders.

We are also able to use *Cornerstone* to promote some of our facilities' lesser-known products and services, such as the availability of digital cameras or access to marketing/public relations support. We also provide links to document templates and the websites of our alliance members.

We planned a launch campaign based on creating some mystery and excitement around *Cornerstone*. The great news is it worked beautifully. In the first ten days, we had 34 users come to the page - almost half of our target audience! And 15 of those users navigated elsewhere in our site. We are pleased with the results but continue to promote the newsletter by word-of-mouth and regular e-mail reminders. ●

● CEIM TO PARTNER WITH CANADIAN YOUTH BUSINESS FOUNDATION

by Mirjana Martic, CEIM, Montreal PQ

The Canadian Youth Business Foundation (CYBF) has chosen the Centre d'Enterprises et d'Innovation de Montreal (CEIM) to be its Montreal-based partner.

When announcing the partnership, Anne Jamieson, CYBF's Regional Director for Central Canada stated, "Partnerships with locally-based organizations such as CEIM are the key to the success of the Canadian Youth Business Foundation's programs. CEIM has the knowledge of the business environment in Montreal, and has links with community organizations, economic development organizations and with the business community. These links are needed to promote and implement CYBF's programs. As an incubator, CEIM has first-hand experience of the challenges of starting and expanding a small business. The CEIM can use this experience, either directly or indirectly, to help strengthen the plans and operations of CYBF's loan clients. CEIM was chosen as a partner for the greater Montreal area because its operations and management are held in high regard by many of our contacts in Quebec -some of our sponsors, our Youth Advisory Council member, and other community contacts."

The official launch will be held sometime in September. ●

ON THE SHELF...

Publications that may be of interest to CABI members and their clients

Buckingham, Marcus & Coffman, Curt. First Break All the Rules: What the World's Greatest Managers Do Differently. New York: Simon & Schuster, 1999.

In First Break All the Rules: What the World's Greatest Managers Do Differently, Buckingham and Coffman present the results of interviews conducted by Gallup during the past 25 years. These authors stress that the most successful managers ignore conventional wisdom and engage in creative thinking. Also, the authors outline four key strategies which can help anyone become a more successful manager.

●●●●● PRESIDENT'S CORNER

"Incubation Rocks" is the theme of the NBIA 14th annual Conference on Business Incubation to be held in Cleveland, Ohio May 20-23. At the time of this writing, many of you are making arrangements to attend the conference. Possibly, by the time you read this, you will have returned.

Your president is still not certain of his attendance at the conference. I spent some money going to Georgia for a conference and the rest of my budget is designated for November's CABI Conference in Ottawa. There is no doubt in my mind that the NBIA Conference is important for incubator operators as it will offer many professional development opportunities.

Several years ago, I became manager of the St. Albert Business Development Centre (BDC.) I believe that I got this job on the basis of my many years of corporate experience in assisting entrepreneurs, my knowledge of building an independent dealer network, and my years of experience as an entrepreneur. It certainly was not based on my knowledge of operating an incubator. At the time I arrived, the St. Albert BDC was the only small business incubator in Western Canada and I often thought I was an orphan with no place to look for assistance and understanding. My attendance at my first NBIA conference provided me with a comprehensive understanding of the industry and an introduction to the great opportunities for economic development through business incubation. It is an outstanding professional development opportunity for incubator professionals. Another important aspect of the NBIA conference was my first CABI meeting. The NBIA and the attendance of Canadian incubator operators have played an important role in the growth of CABI. I tip my hat and say thanks for that opportunity. I will continue to attend the NBIA conferences as budget permits. The Americans are the leaders in the industry and there is much to be learned. However, I strongly believe it is time to grow our own association. If we are to grow the industry in Canada we must have a united and national presence. I hope to see all our members in Ottawa this fall and I hope those who are fortunate enough to attend "Incubation Rocks" will share their experiences.

Lorne Ross

● DIGITAL INTRODUCES TELEHEALTH TO THE WORLD

*by Nichole Pickard, InNOVAcorp Business Incubation Unit,
Halifax NS*

Digital Group Telehealth has recently received some exciting news. This client of the Technology Innovation Centre, in Dartmouth, NS has been chosen to represent Canada's healthcare sector at EXPO 2000 - a world exhibition taking place in Hanover, Germany.

EXPO 2000 is expected to draw 40 million visitors over five months (June 1 to October 31, 2000.) There are more than 180 countries gathering to explore the relationship between humankind, nature and technology. The event will be the largest international exposition ever to take place and the biggest millennial year event.

Naturally, Canada will have a pavilion at EXPO 2000. The federal government has invited

the Digital Group to be part of our nation's pavilion. As the only company representing the healthcare sector in the Canadian pavilion and the only company from the Atlantic region of Canada, Digital Group Telehealth will have a wonderful opportunity to introduce its telehealth technology to the world.

Participating countries are expected to showcase innovative solutions which will positively impact the world's pressing social and healthcare issues. In this respect, EXPO 2000 will be a perfect venue for the Digital Group, which specializes in the use of communications and information technology to deliver health services. Good luck at EXPO 2000!! ●

● CEIM RECEIVES \$1.3 MILLION GRANT

by Mirjana Martić, CEIM, Montreal PQ

On February 1, 2000, the Centre d'Entreprises et d'Innovation de Montreal (CEIM,) located in Montreal's Cité du Multimedia, received \$1.3 million from the Société de Développement de Montréal and approximately \$423,000 from the Government of Canada to aid in its mission of helping start-up businesses. The CEIM's dynamic team, led by President and Chief of Operations Jacques Pelland, decided to use part of this funding to renovate the third floor of their building. This area, a former industrial warehouse, contains beautiful views of downtown Montreal and the Old Port. The new occupants will be information technology companies.

The CEIM's dynamic team decided to use part of this funding to renovate the third floor of their building.

These companies will benefit from a Cité du Multimedia refundable tax credit given out by the Quebec government. This credit is equal to 40 percent of the employee wages - the amount of tax assistance not exceeding \$15,000. According to regulations, these companies must sign a business consulting contract with CEIM and obtain a visa from the New Economy Development Office. The Director of the Cité du Multimedia must also approve the leases. The tenants may also benefit from a financial assistance program, Idea SME, sponsored by Canada Economic Development. ●

GRAPPLE A DAY

1. Agree to play by someone else's house rules.

Remember all the board games you played and how every family "adapted" the rules? The next time someone wants to do something in a different way, go along with "house" rules. There's more than one way to get something done.

2. Dream your wildest dream.

What would you do if you had no commitments, no responsibilities? Think Big. Then ask yourself what's really stopping you from doing it.

3. And the winner is...!

Give yourself an award at the end of each week for something you're proud to have accomplished.

Source: *A Grapple a Day*, SkillPath Publications, 6900 Squibb Road, Mission KS 66201-2768

● BEDTIME READING

The staff and clients of the Centre d'Entreprises et d'Innovation de Montreal recommend the following books to their colleagues at CABI:

Silicon Gold Rush: The Next Generation of High-Tech Stars Rewrites the Rules of Business

by Karen Southwick

256 pages (February 2, 1999)

John Wiley & Sons; ISBN: 0471246468

"This book is always checked out! New companies just love to read the 'how the Silicon Valley was won' stories."

Net Future

by Chuck Martin

224 pages (1998)

McGraw-Hill Ryerson, Ltd., ISBN: 007041131X

"Highly recommended by our counsellors. They consider it to be "the" reference that is a pleasure to read."

Inside the Tornado: Marketing Strategies from Silicon Valley's Cutting Edge

by Geoffrey A. Moore

244 pages (reprint edition: August 1999)

HarperCollins, ISBN: 0887308244

"Very interesting reading!!"

E-BUSINESS MARKETING TIP

Online marketing should support the entire marketing program. Your company's key marketing messages should be seen in its online promotion. Companies must use a consistent message, typeface, logo, and other elements of a marketing campaign so consumers find the same content regardless of the medium used, thus creating a solid, familiar feeling with customers.

By integrating the web into your marketing program and using the same design, look, feel and messages found in your promotional materials, you will reinforce your image and themes to your customers who, in turn, will reward you with sales and loyalty.

Source: Janal, Daniel. *Dan Janal's Guide to Marketing on the Internet: Getting People to Visit, Buy, and Become Customers for Life*. New York: John Wiley and Sons, 1999.

WWWISDOM

by Glenn Metcalf, MediaNet Communications Inc.
Moncton NB
www.medianet.ca

This is Part II of an article that deals with a crucial issue to all of us: security on the Internet.

Let's begin with 'encryption,' the process of scrambling data into an unreadable format prior to transmission over the Web. Using complex mathematical algorithms, messages are rendered into 'ciphertext'. The ciphertext is impossible to read without having an 'authentication' key to unscramble the information to its original form. The keys are exchanged between sender and recipient and can only be used by them. The 40-bit and 128-bit identifies the 'cipher' strength of the encryption. The 128-bit is the strongest level of encryption available and is supported by the newer versions of both Microsoft Explorer and Netscape Communicator.

"There are several security options available for websites and email."

There are also several security options available for websites and email. To send and receive secure email, the sender and recipient must have registered Digital Certificates or ID's. These ID's must be purchased from an internet security authority such as VeriSign. They can be easily purchased online for \$14.95 USD per year at www.verisign.com. All major browsers and email softwares support Digital ID's and allow you to digitally sign your email so your recipient knows that the message really came from you. Digital ID's also allow you to encrypt the message using your recipient's ID so only he/she can open and read it. Keep in mind that you can only send secure email to someone who has a Digital ID as well.

Website security works basically the same way with a few key differences. There are two types of site certification available: Secure Site and Global Site certification. Secure Site certification allows for full and partial website security supporting 128-bit encryption of all information exchanged between the user (visitor) and the web server within North America. Global Site certification allows both full and partial site security, but supports 128-bit encryption in North America and either 40-bit or 128-bit outside of North America. Another difference with website security is that the user or visitor does not have to purchase a private Digital ID. Microsoft Explorer and Netscape Communicator come with built-in 'public'

ID's or keys that permit all users access to communicate securely with sites holding Secure Site certification. Site Certificates must be registered and purchased through a recognized authority such as VeriSign. In Canada, CIBC has established a Distribution license with VeriSign to sell Certificates at Canadian prices (visit www.cibc.com).

Site certification allows you to designate all or only specific web page(s) of your site as secure. User names and passwords may or may not be used in conjunction with secure site pages for an additional level of security. In other words, there can be both public and private secure site pages within any given website. The company hosting your website will implement the site certificate security on its server and it will cover only your site's domain name.

When a user or visitor goes to a secure site page, the server automatically authenticates the public key (ID) certificate in the user's browser. If it is a valid version that supports the encryption being used on that page, the visitor is admitted and allowed to view the page. They will receive an automatic screen message stating that they have accessed a secure page and that all communication with the server is now secure. A secure connection is established between the server and the visitor's browser ensuring all information exchanges are encrypted and cannot be read by anyone else on the Internet.

This is what makes Internet banking, purchasing and confidential file transfers, etc. truly secure. Even if a message were intercepted, it has been rendered unreadable except by the intended recipient who has the key to unlock the 'ciphertext' code. When combined with other security features such as Username / Password authentication, firewalls and automatic timeouts, your website can become virtually impregnable to confidentiality breaches. The critical factor is the proper implementation and maintenance of these features by your hosting company or ISP. If it is done professionally, E-commerce is secure and beyond reproach. However, protect yourself with an agreement drafted by your lawyer and get your hosting firm to sign it.

Tip: *Public key IDs or certificates that come with Explorer or Communicator browser versions are unique and have expiration dates. If you visit a secure site and you are presented with a security alert or access denial, it is likely that the certificate in your browser version has expired. Download and install the latest upgrade from Microsoft or Netscape, they are free to all visitors. Make sure you choose the 128-bit encryption option.*

● GROWING YOUR INDUSTRIES

by Lorne Ross, St. Albert Business Development Centre, St. Albert AB

How incubators and entrepreneurial development can be part of your community's economic expansion strategy

"Growing Your Own Industries" was the title for a one and a half day seminar presented by Georgia Tech's Centre for Economic Development Services in mid- February. The conference was held at the Sea Palms Golf and Tennis Resort on St. Dennis Island in southern Georgia. The conference was attended by about a hundred people and had some extremely qualified and interesting presenters. In attendance were Dinah Adkins, Executive Director of the NBIA, as well as a number of prominent incubator operators. Georgia Institute of Technology (Georgia Tech) and its Center for Economic Development Services are prime players and driving forces in Georgia's economic development. It is interesting to note their initiatives throughout the state. They could provide some very interesting models for Canadian post secondary institutions.

These initiatives could provide some very interesting models for Canadian post-secondary institutions.

Also of interest was the approach to economic development in several US communities where the economic development authority is separate from government and the Chamber of Commerce is a stronger contributor to economic development initiatives.

All in all the conference was extremely informative. Georgia Tech and its economic development seminars should be considered a valuable resource in economic development. ●

If I were to wish for anything, I would not wish for wealth and power, but for the passionate sense of what might be, for the eye which, ever young and ardent, sees the possible. Pleasure disappoints, possibility never. And what wine is so sparkling, what so fraught, what so intoxicating as possibility.

~ Soren Kierkegaard

MANAGEMENT TIP

Get your people involved. It's a lot easier to get employees to stand behind a company decision if they have the opportunity to participate in the discussion. Management still has to make the decision. But if the employees have had the opportunity to make their point of view known, they are more apt to stand behind the ultimate decision, even if they don't agree with it.

Source: Management Tips.
www.management.about.com

● WEBSITE ADDRESSES

Here is a partial list of CABI members' website addresses. Websites are easily accessible sources of information about the various business incubators that exist across the country.

AgriTECH Park Incorporated
www.agritechpark.com

BioScience Enterprise Centre
www.bioscience.com

Calgary Research and Development Authority
www.crda.calgary.ab.ca

Canadian Innovation Centre
www.innovationcentre.ca

CRC Innovation Centre
www.crc.ca

Kingston Technology Exchange Centre
www.queensu.ca/ktc

Northwestern Ontario Technology Centre
www.notc.on.ca

Pasadena Venture Centre
www.crownofthevalley.com

Technology Innovation Centre
www.innovacorp.ns.ca/ticentre

If you would like to have your website address published in the next edition of the CABI News, please email it to admin@agritechpark.com

CABI MEMBERSHIP

WHO CAN BE A MEMBER?

You can be a member if (a) you are the main contact for a business incubation facility or (b) you are an individual or organization related to or interested in encouraging the business incubation industry.

MEMBERSHIP DUES:

\$ 95 per year for an incubation facility, organization or individual, one vote per incubator

\$ 95 for affiliate organizations, non-voting
\$ 25 per year for additional persons for either of the above memberships

BENEFITS OF MEMBERSHIP

Networking opportunities with other incubation facility managers and those interested in furthering the incubation industry in Canada

Quarterly newsletter with articles on events in the industry, advances within specific member facilities and programs, and helpful hints on improving your practice of incubation

Invitations to specific events facilitated by CABI

Lorne Ross, BDC, St. Albert AB
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WE NEED *SPECIAL* CONTRIBUTORS!!!

Let's make *CABI News* more of a professional development tool for incubator managers and related agencies!

Send us your articles on you and your clients. But also send us your ideas on management tips, websites you've found helpful, marketing and promotional ideas, even new legislative information we should all know! Send whatever information you think your peers need to know and we'll work it into the format.

Let's make the most of this opportunity!

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