

THE • CABI • NEWS

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

CABI 2000 CONFERENCE COMING TOGETHER

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

Plans are progressing for CABI 2000, the second annual conference for our association. At the first annual conference in Thunder Bay, CABI members said it is important to hold the conference annually. The group also feels it is important to partner with other organizations until our numbers warrant an independent conference. This year we are fortunate to partner with the Canadian Council for Small Business and Entrepreneurship (CCSBE).

The conference, scheduled for Ottawa on November 9, 10, and 11, will give us an excellent opportunity to expand our horizons and gather valuable information about our incubation industry. This year's theme is *Growing Jobs and Structuring Governance Systems: Small Business in Economic Development*. The conference will provide an opportunity for joint and parallel sessions with CCSBE. The program is still being developed and we anticipate that final arrangements will be completed by late August. Tentative sessions include: Business Financing and IPOs, Incubation Best Practices, Exporting, E-commerce and Family Business. There promises to be something for everyone!

The second annual CABI Conference is also an excellent opportunity to explore Ottawa. Why not visit the National Arts Centre, the National Gallery or the Royal Canadian Mint? The evening of Saturday, November 11 is yours to get out and enjoy Canada's capital.

The conference is an excellent opportunity to expand our horizons.

Register today for this year's exciting conference and be part of the future of our industry! The schedule and registration form are included in this issue of *CABI News*.

As your CABI president, I encourage everyone to attend this year's conference. For more information: Lorne Ross, CABI President, (phone) 708-460-1000, lmont@telusplanet.net www.business.carleton.ca/ccbe/ ●

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NOTICE OF CABI ANNUAL GENERAL MEETING

Date:
Saturday, November 11, 2000

Time:
8:00 AM - 9:00 AM

Place:
CABI Annual Conference
Marriott Residence Inn
Ottawa, Ontario

BRINGING EXPERIENCE TO THE TABLE

by Johannes Larsen, Miratech, Miramichi NB

Translating knowledge of how to run a successful information technology company into a real life success story just got easier. Two of New Brunswick's most successful IT companies and one of the province's leading support systems for cutting-edge business are helping new IT firms find success.

NB Tel and Mosaic Technologies will sponsor Moonchilli Software and one other new company for a one-year membership in Miratech, the Miramichi-based business incubator. This sponsorship provides the new companies the support and stability necessary during their start-up phase. The two companies vying for the other Miratech position are United Productions and Intuition Media.

Moonchilli Software is a partnership of three New Brunswick Community College graduates. This ambitious software development/IT firm designs and develops custom software for educational institutions, the Internet and business. Moonchilli's lead product is 'Materials and Methods of Construction,' a software package that teaches college students about residential building construction.

The sponsorship provides new companies the support and stability necessary during their start-up phase.

"One of the great accomplishments of Miratech is its demonstration of what can be achieved when businesses share resources and assist one another," says Miratech Executive Director Johannes Larsen. "As more New Brunswick high-tech companies succeed and strengthen the base here, it helps all businesses in the industry. NB Tel and Mosaic clearly recognize the importance of that." •

GRAPPLE-A-DAY

1. Favour feedback.
Ask for another's opinion about how you're doing, then make improvements.
2. Decline the next crisis.
Don't let someone else's lack of careful planning constitute an emergency for you.
3. 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.

Source: A Grapple a Day, SkillPath Publications, 6900 Squibb Road, Mission KS

A NEW ADDITION TO **CABI NEWS** STAFF

by Sarah Morris, AgriTECH Park (InNOVAcorp), Truro NS

Dawn House of InNOVAcorp's Business Incubation Unit has joined our team as co-editor of *CABI News*. This issue spells her debut and our staff's collective relief.

Dawn will be sharing responsibility for *CABI News* with me and *CABI* president Lorne Ross. She brings with her a good deal of editing experience and a keen eye for detail. From her office at the BioScience Enterprise Centre and from my office at AgriTECH Park, we have been marketing teammates for InNOVAcorp's Business Incubation Unit for two years. It's great to be teaming up on another project!

Dawn is looking forward to the challenges *CABI News* brings and says, "It's an important document for Canada's incubation industry. The content and style should continue to reflect that."

Join me in welcoming Dawn to our small, but vital newsletter team! •



Dawn House (left) and Sarah Morris, co-editors of CABI News.

AGRITECH WINS WEB AWARD

by Sarah Morris, AgriTECH Park (InNOVAcorp), Truro NS

As many of you know, our incubation team has been working diligently to develop a new, interactive website with extranet capabilities. The site will be a tool in delivering our incubation services to on-site and off-site clients. We never dreamed we would be recognized internationally for a job well done. AgriTECH Park has won a 2000-2001 Golden Web Award.

The fact that someone cared enough to nominate us is pretty inspiring.

Our site was nominated about a month ago to the International Association of Webmasters and Designers. When we were notified of the nomination by e-mail, I assumed it was another ploy from some nameless, faceless, guileless web marketer bent on sucking me into the abyss of 'targeted' on-line marketing. Upon further investigation, I found we were actually nominated by a visitor to our site. I instantly got the 'warm and fuzzies.' For the sweat and tears poured into the site, the nomination would truly have been enough. I'm not being coy. The fact that someone cared enough to nominate us is pretty inspiring.

But, a little part of us is basking in the glory. And that same little part wants to sit back, put its feet up on the desk and exhale. At the same time, though, the award has restored our energy and dedication to this project. Rather than being haunted by the notion we will be forever improving the site, we're (almost) looking forward to the steady stream of updates, improvements and tweaking. We expect no less of our clients, do we? How many times have I said, "Your business plan is a living, breathing document. It's not a one shot deal."

The only thing that will make us happier is that moment when one of our clients says, "How did we ever survive without this extranet?" Amen!

www.agritechpark.com •

The people who get on in this world are the people who get up and look for the circumstances they want and if they can't find them, make them.

~ George Bernard Shaw

ON THE SHELF

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

Collins, James C., Porras, Jerry I. Built to Last: Successful Habits of Visionary Companies. New York: Harper Collins, 1997.

The authors of Built to Last: Successful Habits of Visionary Companies identify 18 visionary companies and attempt to discover what qualities make these companies great. The authors compare these companies to a control group of 'successful but second rank' organizations. During their investigation, Collins and Porras identified many characteristics that all 'visionary' companies share, one of which is an almost cult-like devotion to a core ideology and an indoctrination of employees into an ideological commitment to the company.

MANAGEMENT TIP

Lead by Example: Be a good example for your employees and associates. If you ask your employees to work overtime, be there too. Just because company policy allows it, don't fly first class if everyone else is flying coach. Be a leader. It's more difficult than being a manager, but it's worth it!!

Source: Management Tips
www.management.about.com

PRESIDENT'S CORNER

I don't know whether it is an "age" thing or not, but time seems to be flying. It is now time for another President's Message and it seems like only last week I was putting one together. I appreciate the opportunity to contribute to our newsletter. It is proving to be a great vehicle to bring readers up to date on what's happening in the industry in Canada. Sarah Morris and the gang that puts *CABI News* together are to be congratulated for all their hard work and the fine newsletter they produce.

Of course, it would be easier for them and much more informative for the rest of us if more CABI members took the opportunity to contribute. It doesn't take much time, just a little organization. The newsletter is extremely important and its success and caliber contribute greatly to creating a stronger national body. I urge all of you to take time to submit articles or items of interest on a regular basis. It is as important as submitting news to the newspaper because it helps us gain the public standing we all require. We should submit anything we find interesting and let our very capable editors determine whether it should be included in the next issue. I am sure they would enjoy the challenge of having too much content to handle!

I certainly hope to see you all in Ottawa on November 9, 10 and 11 at the 2nd Annual CABI Conference. This year we are partnering with the Canadian Council for Small Business and Entrepreneurship (CCSBE). It should be a great conference and will allow us to take another step in building a stronger national presence.

Lorne Ross, CABI President

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CABI WEBSITE ADDRESSES

Here is a partial list of CABI members' website addresses. These websites are easily accessible sources of information on business incubators across the country.

Advanced Technology & Innovation Centre
www.advancedtechnologycntr.com

InNOVAcorp's Technology Innovation Centre
www.innovacorp.ns.ca/tic

AgriTECH Park Incorporated (InNOVAcorp)
www.agritechpark.com

Kingston Technology Exchange Centre
www.queensu.ca/ktec

BioScience Enterprise Centre (InNOVAcorp)
www.bioscicentre.com

London Community Small Business Centre
www.lcsbc.on.ca

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

Northwestern Ontario Technology Centre
www.notc.on.ca

Canadian Innovation Centre
www.innovationcentre.ca

Pasadena Venture Centre
www.crownofthevalley.com

CRC Innovation Centre
www.crc.ca

Quebec Biotechnology Innovation Centre
www.cqib.org

Genesis Centre
www.genesis.mun.ca

St. Albert Business Development Centre
www.sabdc.org

VENTURE CAPITALISTS AND BUSINESS INCUBATION: ANSWERING THE TOUGH QUESTIONS

by Dr. Laurence Hewick, Research Director, Ontario Business Incubators

Please join us in welcoming Laurence to our writing team. Laurence will be a regular columnist with *CABI News*.

As facilitators of venture capital funding, incubator managers need to understand the expectations of venture capitalists (VCs) so they can help their incubation clients prepare. The 'Big 3' concerns of VCs are management team, product technology and effective business planning.

When a company enters a business incubator it may need seed capital to get going. Then start-up capital is needed to finance product development. These two forms of money typically come from loved ones, strategic partners and seed capital programs. Venture capitalists typically enter the process at the first stage of commercialization and the second stage of growth. They typically exit before the final stage of mezzanine financing.

Research shows the greatest determining factor (60 percent) in investing for VCs is strength of management. Clients must answer these questions: Does the team have strengths in all areas of management - marketing, finance, operations and R&D? Is there a strong visionary who can conceptualize how each part fits to accomplish business objectives? Is there solid money management to monitor spending? Is there a diversified and talented advisory board to oversee growth?

The second criteria for VCs is product technology. Is the current product unique and sustainable? Is there a compelling reason to purchase it? Is the product an effective solution to a problem? Has the due diligence been done to target the consumer and show competitive advantage? Is the product protected from duplication?

The third criteria is an updated business plan. Does it communicate the direction and vision of the firm? Was it prepared internally by those who know the business? Are the financials realistic? Does the executive summary beckon the reader to continue?

Having the right answers to these commonly asked questions can help incubating companies find the money they need. ●

It's not the size of the dog in the fight, it's the size of the fight in the dog.

~ Mark Twain

INCUBATION DIRECTOR THE 'MAINE' ATTRACTION

by Carla Grant, InNOVAcorp, Halifax NS

David McNamara, InNOVAcorp's Director of Innovation Centres Development, gave a successful keynote address at the *Business Incubator Programs and Best Practices* workshop held Thursday, June 29 in Fairfield, Maine.

The full-day gathering, sponsored by the Maine Department of Economic and Community Development, focused on successful business incubation practices and how Maine can implement these practices to benefit the state's economic growth. The workshop gave participants the opportunity to hear the basics of business incubation and to learn from leaders in the field. Along with Mr. McNamara, three other experienced incubator operators from Ohio, Connecticut and Massachusetts shared their perspectives and experiences. Topics included: *The Academic Community and Business Incubators*, *Building Companies and Jobs*, and *Benchmarks of Partnerships and Practices*.

The workshop targeted regional and municipal economic development directors, business sector technology leaders, technology associations, legislators, college and university professionals, new technology investors and lenders, and others interested in new technology development. ●

Obstacles are those frightful things you see when you take your eyes off your goal.

~ Henry Ford

TRAINING TOOLS FOR BARBADOS

AGRICULTURE

by Carla Grant, InNOVAcorp, Halifax NS

An interactive CD-ROM developed by e.Media Group is being used as a comprehensive training manual for agricultural extension workers in Barbados. e.Media Group (e.MG) is an affiliate client at AgriTECH Park in Truro, NS.

The CD-ROM, entitled *The Caribbean Connection*, was developed jointly by e.MG and the Inter-American Institute for Cooperation on Agriculture (IICA). The content is designed to assist extension workers in every facet of their work. Themes include electronic communications, presentation techniques and planning and developing programs. The CD makes instruction easy and fun by using features such as comics, animation, photographs, Internet links and activities. *The Caribbean Connection* is also notable because it is the first project IICA has worked on with a private organization.

e.MG is another example of how business incubation helps companies thrive. Leigh Johnson, Hal Phillips and Sheila Newell, the three principals at e.MG, are recent recipients of diplomas in Interactive Technology from the Nova Scotia Community College (NSCC) in Truro. *The Caribbean*

Connection began as a class project and was not intended to become a commercial product. As development on the CD-ROM progressed, however, the students' association with the NSCC and AgriTECH Park helped them make valuable, long-term business contacts that were integral to the success of *The Caribbean Connection*. Leigh Johnson, Director of e.Media says, "There are many advantages to being part of a business incubator. First and foremost, it provides an amazing support system. It's also very nice having the professional face that AgriTECH gives us. In addition, we find the lunch time Seminar Series to be very helpful and there is a wonderful potential to make industry contacts."

First and foremost, business incubation provides an amazing support system.

Success continues for e.Media Group. The company has received requests for information on translated versions of its CD-ROM from the University of Puerto Rico and by an organization in Martinique. e.MG has also been contracted by the Eco-Interpretation Centre in Masstown, NS to design video-based interactive touch-screen kiosks featuring the Fundy Shore.

In addition to creating CD-ROMs, e.MG specializes in web page design, Internet-based training, and photo restoration and compilation. •

WE NEED SPECIAL CONTRIBUTORS!!!

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

Send us 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!

INCUBATION MARKETING TIP

Use Discussion Lists to Connect with Your Target Audience

Discussion mailing lists are a quick and easy way to distribute information to many people interested in a particular topic. Participating in a discussion list relevant to your line of business can help you attract new customers. By subscribing to a particular list, you can receive communications from the group and send your own postings. You can notify the group about special offers and events or simply start a dynamic discussion on an important topic. The benefit is that it helps target your marketing to bonafide prospects so finding new business is easier.

Sweeney, Susan. 101 Ways to Promote your Website. New York: Maximum Press, 2000.

CABI 2000 CONFERENCE SCHEDULE

Thursday, November 9, 2000

Place: Marriott Residence Inn

1400-1700 CCSBE Board of Directors Meeting

1800-2200 Welcome Reception

Friday, November 10, 2000

Place: Marriott Residence Inn

0900-1030 Opening Plenary Sessions

1030-1200 Parallel Sessions to include

- * Entrepreneurship Education
- * Incubation Best Practices

1730-?? Gala Awards Banquet at the National Arts Centre, featuring a pan-Canadian menu and followed, for those who choose, by a performance of the National Arts Centre Orchestra under the baton of Maestro Mario Bernardi

Saturday, November 11, 2000

Place: Marriott Residence Inn

0800-0900 CABI and CCSBE AGMs

0900-1200 Parallel Sessions to include

- * Exporting
- * E-Commerce

1200-1400 Luncheon / Guest Speaker

1400-1700 Parallel Sessions to include

- * Ethnicity
- * Family Business

1400-1700 CCSBE Board of Directors Meeting

Saturday Evening, November 11, 2000

On your own to enjoy Ottawa!

ST. ALBERT BUSINESS DEVELOPMENT CENTRE

HOSTS MT. PEARL DELEGATION

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

A federal exchange program for municipalities brought Mt. Pearl, Newfoundland to St. Albert, Alberta.

The delegation was so interested in incubation that a return visit was scheduled two days later.

The Federation of Canadian Municipalities, in partnership with the Canadian Chamber of Commerce, has been promoting an exchange between Canadian municipalities. Under the program, the City of Mt. Pearl, Newfoundland was twinned with the City of St. Albert, Alberta. Their economic development challenges are similar. Both cities have about 50,000 people and are adjacent to a major municipality. While the Mt. Pearl delegation was in St. Albert, they visited the St. Albert Business Development Centre, St. Albert's mixed-use incubator. A presentation on business incubation was provided and a tour followed.

The delegation was so interested in incubation that a return visit was scheduled two days later so they could gather more information. As a result, the City of Mt. Pearl is considering undertaking an incubator in their community in cooperation with their chamber of commerce. ●

Security is mostly a superstition. It does not exist in nature nor do the children of men, as a whole, experience it. Avoiding danger is no safer in the long run than outright exposure. Life is either a daring adventure or nothing at all.

~ Helen Adams Keller

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FEDERAL INVESTMENT FUND ANNOUNCED

by Carla Grant, InNOVAcorp, Halifax NS

On July 29, 2000, Prime Minister Jean Chretien announced the creation of the *Atlantic Investment Partnership*. This \$700 million, five-year initiative will help build new partnerships to strengthen the capacity of Atlantic Canadians to innovate and compete in the global, knowledge-based economy.

The Prime Minister stated, "The Atlantic Investment Partnership is designed to ensure that Atlantic Canadians can take their rightful place in the new economy and that they can make their place at home - in Atlantic Canada. Its method will be by way of partnerships; partnerships with governments, communities, businesses, universities, colleges and research institutes."

Major investments under the Partnership include \$300 million for the Atlantic Innovation Fund, which will make investments to strengthen innovation capacity and encourage the region's transition to a more knowledge-based economy. Another \$110 million will be invested to expand the National Research Council facilities in Atlantic Canada. In addition, \$135 million will go to the Partnership for Community Economic Development to revitalize economic planning at the local level and improve access to funding for community projects. The Partnership will also work to encourage youth and female entrepreneurship.

"The Atlantic Investment Partnership is designed to ensure that Atlantic Canadians can take their rightful place in the new economy and that they can make their place at home."

The Partnership's direct effect on Atlantic Canadian entrepreneurs and business incubators remains to be seen. However, funding to increase innovation in the region will certainly be an incentive for individuals to commercialize their ideas. •

THE BUILDING IS SECURE, SIR!

by Carla Grant, InNOVAcorp, Dartmouth NS

InNOVAcorp's three incubators are improving their security systems to better protect clients' property and ideas.

The Technology Innovation Centre, AgriTECH Park and the BioScience Enterprise Centre have instituted measures to jointly upgrade their security systems. Last month, the management of the three incubators issued photo identification cards to their clients and staff. As Peter Mugridge, Facilities Manager for InNOVAcorp, explains, "The photo IDs make it very easy to identify people who are supposed to be on the premises. Sometimes, dishonest people can simply dress appropriately and gain access to restricted areas and buildings. Our photo IDs are devised to prevent that."

Education is another component of the new security program.

InNOVAcorp's facilities have also assigned security cards to clients and staff. These proximity cards are swiped in front of a computerized device that monitors movement in and out of particular areas. These cards ensure access to particular areas is restricted to those who are permitted to be there. Furthermore, staff and clients are regularly sent e-mail messages about security matters such as reminders not to allow anyone into the facilities who doesn't have a validated security card.

Education is another component of the new security program. In conjunction with the Dartmouth City Police, InNOVAcorp offers seminars on topics like "How Not to Be the Victim" and "Security of Property." Mugridge states, "The police have always been very willing to help educate us on how to better protect our property and ideas."

The constant re-evaluation of security procedures is a vital aspect of operating a successful incubator. As Mugridge says, "You don't need to have a state-of-the-art system, but you do need to always be diligent in protecting your clients, staff and equipment." A secure building is just one more advantage for incubation clients. •

CCSBE-CABI ANNUAL CONFERENCE

Growing Jobs and Structuring Governance Systems:
Small Business in Economic Development

REGISTRATION

PLEASE COMPLETE THIS FORM AND FAX TO (613) 224-9685 OR MAIL TO
CONFERENCE COLL INC., 1138 SHERMAN DRIVE OTTAWA ON CANADA K2C 2M4

NAME (as it will appear on your badge) FIRST: _____ LAST: _____

AFFILIATION: _____ POSITION / TITLE: _____

ADDRESS: _____ CITY: _____

PROVINCE: _____ COUNTRY: _____ POSTAL CODE: _____

TEL: (____) _____ FAX: (____) _____ E-MAIL: _____

	FULL REGISTRATION (includes Gala Dinner)	STUDENT REGISTRATION (includes Gala Dinner)	GALA AWARDS DINNER (ACCOMPANYING PERSONS)
EARLY REGISTRATION Before Sept. 10, 2000	\$495 + \$34.65 GST = \$529.65	\$150 + \$10.50 GST = \$160.50	\$60 + \$9 GST = \$69.00
REGULAR REGISTRATION After Sept. 10, 2000	\$575 + \$40.25 GST = \$615.25	\$200 + \$14 GST = \$214.00	\$60 + \$9 GST = \$69.00

Will you be attending the Opening Reception November 9, 2000? ☐ Yes ☐ No

Will you be attending the Gala Awards Banquet November 11, 2000? ☐ Yes ☐ No

Will you be attending the National Arts Centre Performance after the Banquet November 11, 2000?

☐ No ☐ Yes (Please add \$37.45 (\$35 + \$2.45 GST) per ticket to registration fee)

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