

THE • CABI • NEWS

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

CABI WEBSITE GOES LIVE!

by Dawn House, InNOVAcorp, Halifax, NS

CABI's newly developed website will be available for viewing and feedback on December 6 and can be found at www.cabi.ca courtesy of the team at the Toronto Business Development Centre (TBDC) and one of its graduate companies, Xenex Enterprises Inc.

Although the idea of a CABI website had been discussed often, the drive to the Internet began in earnest last fall at CABI's first annual incubation conference in Thunder Bay. "Everyone recognized a CABI website would help fill an information gap for members and non-members," says Ed Hobbs, manager of TBDC. "We think the new site will foster networking among membership and help build a stronger image for CABI."

The site contains background information on CABI, a members-only section, a membership application form and a long list of hyperlinks to related sites and agencies. CABI News will also be available on the site. "In the future, we will be able to lower our distribution costs for the newsletter," says Sarah Morris, CABI News co-editor. "Having a new source of information for our membership is exciting. From a communication standpoint, we now have a new way to communicate with members. CABI News is no longer a stand-alone information source."

Hobbs and TBDC's administrative manager, Ruby

continued on page 5

INSIDE INSIDE INSIDE INSIDE INSIDE

Christmas Party Ideas	2
Grapple-a-Day	2
Moving Ahead in St. Albert	2
Digital's Distinction	3
On the Shelf	3
Management Tip	3
President's Corner	4
New Building for Calgary Technologies Inc.	4
WWWisdom Opportunity	5
Incubator Clients and Strategic Alliances	5
Incubation Marketing Tip	6
St. Albert BDC Celebrates Graduates	7
2001 CTN Maritimes All Members Conference	8

2000 CABI/CCSBE CONFERENCE IN REVIEW

by Marie Lussier, CRC Innovation Centre, Ottawa ON

The second annual CABI Conference was a great success! Our partnership with the Canadian Council for Small Business and Entrepreneurship (CCSBE) created an opportunity to promote business incubation to a wider audience. Some highlights from the conference were:

~ Of the 123 attendees, 18 were CABI members from across the country. The rest were CCSBE contacts along with a few students.

~ The conference was a perfect opportunity to discuss next year's conference and the option of partnering with an organization like CCSBE again. Conference content was a nice fit for both organizations. A further review of advantages of partnering is required.

~ Glenn Eaves (Skywave Mobile Communications Inc.), Behrouz Poutschi (Object World Inc.) and Ray Novokowsky (Advantera TeraBand Communications), all past or present clients of the CRC Innovation Centre in Ottawa, attended the Friday afternoon session as guest speakers. They discussed the pros and cons of business incubation and provided feedback to incubator managers regarding program design.

~ The topic of Incubator Self-Sufficiency was discussed by Judy Sander (Thunder Bay), John Parsons (Pasadena), Ed Hobbs (Toronto), Lorne Ross (St. Albert), and Jim Hughes (Calgary). This animated presentation featured a variety of experiences and methodologies.

continued on page 7

CHRISTMAS PARTY IDEAS

by Sarah Morris, InNOVAcorp, Truro NS

One of the challenges for an incubator manager is planning the annual Christmas party. Whether your event is just for staff or a networking, let-loose event for your clients, the key to a great party is a great planning effort. Try some of these party ideas to heat up your holiday season!

A Holiday Luau

Send your invitations with a flower hair comb for the ladies, a flower wrist band for the men and instructions they must wear these items (and appropriate luau attire) to the party. Have some island music playing, beach torches at the entrance, perhaps a fake parrot or two. Have a palm tree decorated with white lights and sea shells for the holidays. The menu? Go luau style with ham, rice and veggie side dishes, pineapple and coconut desserts and a yummy island punch!

Christmas Cocktails

A more elegant affair. Greet guests with a larger than life mural of colourful cocktails. Line the bar with a wide variety of swizzle sticks so guests have something to talk about. Have 1930s and 40s club music and big band music playing. Serve hors d'oeuvres by hand-held tray or buffet style. Choose a black and white colour theme and find some crisp black and white cocktail napkins. Decorating ideas include white gloves, cut flowers and top hats. String white lights or up-light a foil balloon shaped like the moon. Use your imagination to create a special evening for your guests.

Silver Bells Brunch

Buck that evening party tradition of the holiday season. Put on a Christmas brunch. Use small flavoured coffee packages as name cards with a label that gives his or her name and seating arrangement. That can be their take-away gift. Use poinsettias as centrepieces or assemble some Christmas breakfast gift

continued on page 8

GRAPPLE-A-DAY

1. Rein in your fears.
Keep Paul Monash's words in mind, "Life hardly ever lives up to our anxieties."
2. Find "devils" to advocate.
When you have a new idea, consult with three people you know would object to it. By the time you're finished, you'll have examined the idea from every angle.
3. Meditate.
It helps you start the day with a clean slate.
4. Act "as if."
Set a goal, and then program your mind to accomplish it by acting "as if" you have.

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

MOVING AHEAD IN ST. ALBERT

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

At its annual strategic planning session the Board of Management for the St. Albert Business Development Centre (BDC) set a bold new course for itself. The new plan recommends a change in its governance to facilitate the growth of the incubator.

A new not-for-profit society will be formed to operate the incubator. The society status will allow the BDC to develop new strategic alliances necessary to accomplish the incubation facility's expansion plans. Upon achieving society status, the Centre's name will change to the Northern Alberta Business Incubator (NABI). The new name will emphasize the incubating nature of the operation and the fact that it serves the region and not just St. Albert.

A capital fund drive will be initiated to ensure the development of a new facility. The City of St. Albert has a number of exciting economic development initiatives underway and the development of a new incubator will be a significant contributor to these initiatives. ●

Nations aren't made by leaders; they are made by the people the leaders inspired.

~ Michael Robinson

DIGITAL'S DISTINCTION

by Dawn House, InNOVAcorp, Halifax NS

The Digital Group of Telehealth Companies, a client of InNOVAcorp's Technology Innovation Centre in Dartmouth, NS, recently received more deserved national accolades.

One of the Digital Group's many telemedicine initiatives, the West Prince Health Telehospice Project, took home a gold medal for innovative services at the Distinction 2000 Awards in late September. The awards, presented at the Government Technology Exhibition Conference (GTEC) in Ottawa, formally recognize leadership, innovation and excellence in the management and use of information and information technologies within the public sector. The West Prince Health Telehospice Project and its committee members were selected out of 200 outstanding individuals and teams from all levels of government.

As a result of the West Prince Health Telehospice Project, terminally ill patients in West Prince Edward Island can now receive 24-hour-a-day care in the comfort of their own homes. Using a video-conferencing system, the nurse or doctor can visit with the patient at home. The system provides both audio and visual contact between the patient and health care provider, and enables monitoring of such things as blood pressure, heart and lung sounds, weight, temperature, blood glucose and oxygen. The service is designed to give the terminally ill person and his or her family the reassurance and support needed when the choice to die at home has been made.

The Digital Group of Telehealth Companies undertook the development of this project in partnership with West Prince Hospice, Island Hospice and the Canadian Association for Palliative Care. The Digital Group provided project management, telemedical and legal expertise, and also tabulated and reported on project outcomes. Digital Image FX Inc., one of the Digital Group of Telehealth Companies, coordinated the provision of equipment and training for project staff.

The Distinction Award was soon followed with other good news when the Digital Group's CEO, Wayne Bell, was elected to the Board of Directors of the Canadian Society of Telehealth. During the Board's first meeting, Bell was appointed to the Executive Committee as Secretary. Further, Bell was also appointed as Legal Advisor to the International Society of Telemedicine at the society's annual general meeting (hosted this year by the

continued on page 8

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.

This book tells you how to improve as a manager. The authors have culled their observations from more than 80,000 interviews with managers conducted by the Gallup Organization during the past 25 years. They debunk some strongly held theories about management, such as "treat people as you like to be treated."

The book explains why successful managers have toppled conventional wisdom and reveals the new truths forged in its place. Four keys to becoming an excellent manager are outlined: Finding the right fit for employees, focusing on strengths of employees, defining the right results, and selecting staff for talent – not just knowledge and skills.

This book extols the wonders and potential of human resources development in organizations of all sizes.

MANAGEMENT TIP

People Aren't Mushrooms. Mushrooms grow very well when kept in the dark and fed horse manure. People, on the other hand, function better when they are kept in the loop and given straight info.

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

continued on page 6

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 suggestions 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!

WWWISDOM OPPORTUNITY

We are looking for a new contributing writer for WWWisdom, our regular column on the Internet and related issues.

The writer can be a CABI member, an incubation client or an outside source. The only prerequisites are a strong knowledge of the Internet and lots of enthusiasm.

Interested parties can contact Sarah Morris, ***CABI News* Editor, at smorris@agritechpark.com or by phone at 902-896-7275 for more information.** ●

CABI Website continued from page 1

Calpito, have been able to control development costs substantially by having one of TBDC's graduate companies do the work on the site for less than a tenth of the market value. Hobbs says, "Xenex Enterprises Inc.'s willingness to assist CABI with the site development was a sure sign it was the right time to do this. Lorice Haig, manager of Xenex Enterprises Inc., has been fantastic."

Hobbs welcomes *CABI News* readers to visit the site and provide constructive comments to the development team. "An active membership ensures important initiatives like this website continue to add value to the organization."

Feedback can be directed to the development team via Hobbs at ed.hobbs@pathcom.com, by phone at 416-345-9437 or by fax at 416-345-9044. ●

INCUBATOR CLIENTS & STRATEGIC ALLIANCES

by Dr. Laurence Hewick, Ontario Business Incubators, Ottawa ON

A strategic alliance is an agreement between one or more firms to participate in a business venture for joint benefit. The most common form of strategic alliance is where non-competitors partner for such things as joint advertising, consumer research, volume buying from common suppliers, providing complementary services to customers, shared training costs and supplier financing.

As an incubator's client firms become more specialized in their core competencies there is often a greater value placed on alliances and relying on each other to offset start-up weaknesses.

Strategic alliances should follow at least a couple of important guidelines: (1) Both sides must win, (2) both sides should have shared values, (3) both must agree on timelines and quality standards and have a written contract that includes an exit strategy.

A typical scenario occurs when a new venture client, looking for financial assistance, strikes an alliance with a large marketing firm to promote and distribute the new firm's products. For instance, the founders of Trivial Pursuit formed an alliance with Chieftain Products. Chieftain covered the manufacturing costs of the game in return for exclusive distribution rights.

A great source of information for strategic alliances is Canadian Company Capabilities and can be found on Industry Canada's Strategis website at <http://strategis.ic.gc.ca>. ●

One of the true tests of leadership is the ability to recognize a problem before it becomes an emergency.

~ Arnold Glasow

INCUBATION MARKETING TIP

IT'S A PIECE OF CAKE

by Dawn House, InNOVAcorp, Halifax NS

A slab of grocery-store-made cake coated with an inch of the sweetest frosting imaginable is the centerpiece of a monthly networking event at the BioScience Enterprise Centre.

David McNamara, executive director of InNOVAcorp's group of business incubators (of which the BioScience Enterprise Centre is one), is well aware that part of the value of incubation lies in the networking opportunities created for client firms.

"We found, however, it was difficult to get our life sciences industry, lab-based clients to look up from their microscopes and interact with each other. Our incubation team was also having trouble finding opportunities to build strong relationships with these clients," explains McNamara.

Part of the solution to the challenge arrived in a pot of coffee and a birthday cake.

In the morning on the first Friday of each month the facility's clients and staff gather to celebrate all the birthdays happening in the building that month. The gathering is called "Have Your Cake and Eat It Day," or "Cake Day" for short.

The result is that the facility's inhabitants meet and share stories, frustrations, plans for the weekend and more.

Cake Day has a different theme each month. In July, a "No Boats" Cake Day was held. With the BioScience Centre located on the Halifax Waterfront amidst all the Tall Ships 2000 Festival hoopla, the building's residents were feeling inundated and annoyed by all the festival's spectators, paraphernalia, and boats, boats, boats. The signs posted in the building to remind clients of the July Cake Day promised "no boats, no sailors, no songs about boats, no fog horns" and so on. The cake itself (part chocolate and part vanilla to please everyone's palate) had an image of a boat on it with a large X running through it.

Several months ago the clients added a fund-raiser for a local charity to the monthly event. They hold a 50-50 draw where a \$2 ticket lets you try your luck and donate to the IWK Children's Hospital. Other prizes are often added to further sweeten the pot. (Fingers crossed this writer will win something.... sometime.... please...!)

Cake Day is inexpensive and not time consuming to coordinate. The promotion, set up, hosting and clean up takes about three hours each month. The cake and drinks cost about \$32 to please about 45 people.

Since Cake Day gatherings started earlier this year, everyone at the BioScience Centre has grown to look forward to them. Moscoula Mallis, one of the Centre's Business Service Providers explains, "There is an old saying that 'the way to a person's heart is through the stomach.' When our clients are happy, we're happy."

Whenever you see a successful business, someone once made a courageous decision.

~ Peter Drucker

New Building continued from page 4

The October 12th grand opening of the Alastair Ross Technology Centre was an all-day event where clients were able to showcase their products and services. Close to 800 visitors attended the various events including a breakfast meeting of the Calgary Council for Advanced Technology, a ribbon-cutting ceremony (actually a piece of CAT 5 enhanced wire), and a late-day wine and cheese reception.●

ST. ALBERT BUSINESS DEVELOPMENT CENTRE CELEBRATES ITS GRADUATES

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

At its annual Open House the St. Albert Business Development Centre (BDC) celebrated the graduation of three businesses into the region's business community.

The Honourable Jon Havelock, Minister of Alberta Economic Development, presented graduation certificates to Meridian Therapy, D.M. Dennis and Associates, and Sharktank Interactive. The three graduates emphasize the mixed-use nature of the incubator. Meridian Therapy, operated by Kim Mac Eachran, is a therapeutic massage studio, D.M. Dennis and Associates are Workman's Compensation Board advocates and Sharktank Interactive is a multimedia company. Two of the businesses will move to downtown St. Albert, joining seven other BDC graduates in that area. The third company will move to Edmonton, emphasizing the regional nature of the BDC's contribution to economic growth.

In its 12 years of operation the St. Albert Business Development Centre has graduated 48 businesses into the region's business community. Eighty percent of these businesses have remained in St. Albert and have added significantly to the employment opportunities within the community.

The open house, sponsored by the St. Albert Economic Development Department, was held in conjunction with Small Business Week. The BDC partnered with the St. Albert Chamber of Commerce to host a mini trade show in its building. Many St. Albert businesses, home-based and otherwise, took the opportunity to rent booths and advertise their goods and services. ●

Extracts from this publication may be reproduced for individual use without permission, provided the source is fully acknowledged. However, reproduction of this publication in whole or in part for purposes of resale or redistribution requires written permission from **CABI News**.

Editor-in-Chief: Lorne Ross, St. Albert AB

Managing Editors: Sarah Morris, Truro NS
Dawn House, Halifax NS

Telephone: 902-896-7275

Fax: 902-896-7276

E-mail: smorris@agritechpark.com

Mail to: **CABI News** c/o AgriTECH Park, 90 Research Drive, Truro, Nova Scotia, B2N 6Z4

Conference in Review continued from page 1

~ Jim Hughes, former CABI President, provided an overview of business incubators as community economic development tools. This presentation was reinforced with some relevant statistics and generated terrific discussion.

~ Bruce Linton, president of webHancer Corporation, shared his entrepreneurial spirit and innovative business approach gleaned from 10 years of experience with high-tech companies. He also shared his experiences as a CRC Innovation Centre client.

~ Bill Collins, president and CEO of the Ottawa Centre for Research and Innovation (OCRI), spoke at the breakfast session on the growth of high-tech firms in Ottawa.

~ Andrew Waitman, president and CEO of Celtic Health, shared the changing landscape of venture capital with conference attendees. Celtic Health provides venture capital, angel funding and business expertise to promising companies. In 1996, Celtic House had \$26 million to invest yet now has almost \$2 billion. In 1996, Celtic House was the only VC firm in Ottawa, yet there are now 16.

~ Jean Jacques Ledoux, manager of the Industry Partnership Facility at NRC, provided delegates an overview as well as a tour of his incubator. This facility is only a few years old and encompasses the infrastructure necessary to accommodate the gamut of client-specific requirements in an efficient and cost effective manner.

We are looking forward to next year's conference. It will be a chance to bring the Canadian incubation industry and its stakeholders together and discuss issues of mutual concern. As our industry continues to develop more networking and professional development events together, we cement a position for ourselves on the economic agenda of key decision-makers in this country. We call upon all CABI members to take an active role in our strategic planning efforts for our future CABI conferences. A committee will be struck shortly to organize the next conference. ●

2001 CTN MARITIMES ALL MEMBERS

CONFERENCE

by Bonnie Murray, Canadian Technology Network (Maritimes), Fredericton NB

Mark your calendars now. The fifth annual Canadian Technology Network (CTN) Maritimes All Members Conference will be held January 11 and 12 at the Lord Nelson Hotel in Halifax. And plans are looking better than ever.

The theme for this year's meeting is CTN – *The Management Connection*. Focusing on the subject of management and its importance to building successful companies, the event will feature a variety of keynote speakers and panelists who will offer differing and useful perspectives on management issues.

Entrepreneurs who have “been there and done that” will relate their experiences on acquiring management skills, war stories, how they met and solved problems, and lessons learned.

Experts in the field will examine what to look for in a management team, as well as what to do when you can't afford the price tag that comes with marketing and management consulting. Other corporate experts will share their views on the do's and don'ts of forming Boards of Directors, including legal aspects. As well, conference attendees will learn creative strategies for attracting good people to a company.

This fifth annual CTN Maritime event promises to deliver a quality experience to CTN members and their clients. For more information, contact Bonnie Murray at (506) 454-3768 or murrayb@nbnet.nb.ca ●

Christmas Party Ideas continued from page 2

baskets (complete with coffee flavourings, mulling spices, mixed fruit scone mix, muffin mixes, napkins and fresh fruit) as draw prizes. Bring in a chef who can create wonderful breakfast treats to order including pancakes, Belgian waffles, crepes or omelets. And be sure to include all the fixings to complete the menu – fresh fruit, syrups, toast, bacon, and lots of juice and coffee. Don't forget to have that Christmas music playing and the tannenbaum lit!

Some activities to try:

- Take guests on a sleigh ride, complete with thermoses of hot cocoa.
- Pick some names of famous people and tape one to each guest's back. Guests must circulate asking questions that result in a yes/no answer, trying to guess their own secret identities.
- Have all guests share a baby photo of themselves and run a 'guess-that-baby' contest. This is a lot of fun and loosens up a formal crowd!
- Consider whether to invite spouses of clients. Because entrepreneurs spend so much time away from their families, a holiday party is a great opportunity to bring spouses back into the fold.
- Have some fun with your invitations. Make sure they reflect your theme and set the tone for the party.
- HAVE FUN! ●

Digital's Distinction continued from page 3

Canadian Society of Telehealth).

The Digital Group also recently signed an agreement with *medilink international* in Malta to market the Group's telehealth solutions in the Mediterranean and Middle East. This joint-venture allows the Digital Group a quick entry into North Africa and the Middle East; major emerging markets for telehealth. *medilink* is an experienced and respected healthcare organization with an established client base in Europe, North Africa and the Middle East. This new collaboration will deliver medical and financial benefits to these and other customers. ●

GREAT NEWS!

The Toronto Business Development Centre (TBDC) will be the site of the National Business Incubation Association's 11th annual conference in May 2002!

Check our next issue for details!

