



# **Investing in Waterloo Region 2010-2014: A Strategic Plan for Canada's Technology Triangle Inc**

**An Internationally-Recognized  
Investment Community of Choice**



**Approved by the CTT Inc Board of Directors on June 12, 2009**

## **Executive Summary**

Canada's Technology Triangle Inc, under the direction of its Board, engaged in a strategic planning process in late 2008 to better align our future business planning with our municipal and community partners and the economy. The objective was to create a five-year strategic plan for CTT Inc, from which a five-year business plan and annual action plans will be developed.

A facilitated strategic planning process included a community consultation event with key stakeholders and corporate partners, as well as direction and input from CTT Inc's Board of Directors, the CTT Advisory Committee comprised of municipal and community partners, and CTT staff.

Through the process the organization identified the key sectors to focus on in the next five years for international business investment, a refined vision and mission statement, and key strategic objectives with action priorities.

The plan outlines an ambitious vision for the organization to continue to promote and expand strategic investment in Waterloo Region. CTT Inc will continue to work closely with its municipal partners to attract more leads, more investment, capital and talent to the region. The new strategy brings an even greater international focus with new initiatives such as proactive international missions and an enhanced CTT Ambassador and intermediaries program with expanded networks and partnerships.

# Table of Contents

<b>Vision, Mission and Founding Principles .....</b>	<b>1</b>
<b>Enabling Factors .....</b>	<b>2</b>
<b>Planning Environment .....</b>	<b>2</b>
<b>Strategic Objectives .....</b>	<b>7</b>
<b>Action Priorities and Performance Measures.....</b>	<b>10</b>
<b>Planning Cycle, Review and Responsibility.....</b>	<b>13</b>
<b>Conclusion.....</b>	<b>15</b>

## **Investing in Waterloo Region 2010-2014: A Strategic Plan for Canada's Technology Triangle Inc**

### **Vision**

Waterloo Region is known worldwide as a community of choice for investment, generating prosperity and a high quality of life for all residents.

### **Mission**

We promote Waterloo Region as Canada's Technology Triangle to attract and expand strategic investment, working with partners to bring capital and talent to the region.

### **Founding Principles**

- CTT Inc is structured and designed to serve as the first point of contact – to be the ‘go-to’ organization – in order to facilitate a coordinated, collaborative approach for attracting and expanding investment in Waterloo Region (Canada’s Technology Triangle).
- CTT Inc is committed to working with its partners to facilitate success in the region, and that success is defined comprehensively using economic, socio-cultural, geo-political and environmental measures.
- Core values that guide CTT Inc’s work include:
  - Innovation and creativity,
  - Integrity,
  - Excellence,
  - Collaboration, and
  - Accountability.
- CTT Inc promotes Waterloo Region (Canada’s Technology Triangle), which is comprised of the cities of Cambridge, Kitchener and Waterloo and the townships of North Dumfries, Wellesley, Wilmot and Woolwich.
- CTT Inc is a not-for-profit corporation, using a business model based on a public-private regional economic development partnership.

## **Enabling Factors**

CTT Inc's organizational capacity to fully advance the leadership agenda for Waterloo Region (Canada's Technology Triangle) is enabled and enhanced by certain key factors:

- Agreed-upon roles and responsibilities that enhance role clarity between and among our partners and our organization;
- A strong corporate identity for our organization;
- Broad-based agreement on measures of success;
- A regional environment of mutual understanding, collaboration and trust;
- Active engagement of our Board of Directors and leaders from across a wide range of governments, institutions, businesses and associations;
- Specific and focused CTT Inc business plans that provide added value to regional economic development; and
- The identification and realization of the resources required to fulfill our mandate (e.g., stable financial support for CTT Inc, 'shovel-ready' employment lands for the region).

## **Planning Environment**

The context for attracting foreign direct investment (FDI) is a dynamic one. Global competition, fiscal and economic pressures felt by all levels of government, and socio-cultural change all converge to create an environment that requires CTT Inc to undertake strategic and decisive action in order to fulfill its mandate.

Through research, as well as consultation with stakeholders during January 2009, several significant trends and issues were identified that will influence the strategic direction and strategic choices CTT Inc will make going forward.

The charts on the following pages demonstrate the relationship among some of the key trends and issues as they informed CTT Inc's strategic thinking and planning at the time this strategic plan was prepared with the support of partners, key informants and community stakeholders. CTT Inc and its Board of Directors acknowledge that, by definition, trends are not static. The organization commits to an ongoing process in order to monitor shifts and keep abreast of changes in the technological, political, and socioeconomic environments.

<i>Trends and Issues</i>	<i>Implications</i>
<b>A VIBRANT REGION</b>	
<ul style="list-style-type: none"> <li>▪ David Johnston’s 10 goals for the region’s success</li> <li>▪ Martin &amp; Florida acknowledge Waterloo Region as “distinct creative cluster”</li> <li>▪ Accelerating need for higher education</li> <li>▪ Willingness to collaborate between and among region and municipalities</li> <li>▪ A strong sense of community within the region</li> <li>▪ “Places to Grow” names region as one of only three provincially-strategic employment areas</li> <li>▪ Waterloo Region sector resilience shown to be a unique product of interactive effect of local institutions and the convergence of new opportunities</li> </ul>	<ol style="list-style-type: none"> <li>1. Groundwork laid for transformational, catalytic leadership</li> <li>2. Regional profile supports potential for accelerated ‘evolution’</li> </ol>

The region has a long history of maintaining its presence and profile as an active, energetic community. Waterloo Region, also known as Canada’s Technology Triangle, has increasingly gained the national and international spotlight, revealing its culture of technology leadership, innovation and entrepreneurship. This has been propelled by the City of Waterloo’s selection as the Intelligent Community of the Year, by Kitchener’s award for City Livability, Toyota’s Cambridge success and expansion, the exponential growth in global usage of the BlackBerry™, top rankings for the Region’s outstanding post-secondary institutions and Google’s commitment to the Research + Technology Park. Recent work published by the Martin Prosperity Institute at the University of Toronto’s Rotman School of Management has provided additional support to the region’s role as a locale characterized by innovation and leadership.

<i>Trends and Issues</i>	<i>Implications</i>
<b>THE LEADERSHIP IMPERATIVE</b>	
<ul style="list-style-type: none"> <li>▪ Renewed coming together of CTT stakeholders</li> <li>▪ Focus on accountability</li> <li>▪ Impact of provincial and federal policy decisions</li> <li>▪ Growing expectations of accessible technological infrastructure</li> <li>▪ Desire for organization’s talent and credibility to take on other leadership roles within the community</li> </ul>	<ol style="list-style-type: none"> <li>3. Strengthen research and knowledge base at organizational and regional levels</li> <li>4. Needs assessment of existing and potential user groups</li> <li>5. Focus on financial resources for the organization</li> <li>6. Expectations for ‘follow through’ on plan implementation</li> </ol>

The leadership role of CTT Inc is seen as evolving by many of its partners and stakeholder groups. Effective planning is a complex undertaking for foreign direct investment and complementary regional economic development. While there is widespread acknowledgement of the need for cross-functional and collaborative approaches, experience shows that there is also pressure for planners and decision-makers to stay within their boundaries or spans of control (e.g., municipal planners focus on their municipality, industry-specific associations focus on their industry).

CTT Inc has a unique boundary-spanning role, and there is stakeholder support for leveraging that role to the region’s advantage. Some have spoken of CTT Inc as the “glue” that can bring the various interests together with one strategic investment vision. Others characterize the potential role as that of a “catalyst”, whereby CTT Inc can set up opportunities to bring together various parties and establish processes that allow those parties to come together and create something altogether new and different for the region.

<i>Trends and Issues</i>	<i>Implications</i>
<b>AN EVOLVING LANDSCAPE</b>	
<ul style="list-style-type: none"> <li>▪ Southern Ontario Development Agency (SODA)</li> <li>▪ Presence of mega-regions (including Greater Toronto and Greater Golden Horseshoe)</li> <li>▪ Role of Regional Tourism Marketing Authority</li> <li>▪ Federal and provincial budget announcements</li> <li>▪ Regional Official Plan and related transportation network improvements</li> <li>▪ Evolving regional alliances (e.g., Southwest Economic Alliance, Southwestern Ontario Marketing Alliance)</li> <li>▪ Ongoing impact of other associations (e.g., Chambers of Commerce, Communitech, Toronto Region Research Alliance, Prosperity Council)</li> </ul>	<ul style="list-style-type: none"> <li>7. Need for regional differentiation and ‘brand’ clarity</li> <li>8. Benefit from a thorough SWOT analysis (strengths-weaknesses-opportunities-threats) at the regional level</li> </ul>

Waterloo Region continues to be an attractive lifestyle choice. Cities within the region are enhancing and enriching the human experience through major public investments which promote a flourishing arts and culture scene; abundant and accessible community recreational facilities, parks and nature preserves; the preservation of traditions; the honouring of history; life-long learning opportunities; lively city centres; and farmers’ markets.

How to manage growth is a key challenge. Waterloo Region passed the half-million population mark and has been identified as a leading urban growth area, projecting a population of 729,000 by 2031. Thus, many government and non-governmental organizations have emerged in response to a ‘call for action’ on responsible growth and development. The Regional Municipality of Waterloo continues to move forward on the implementation of the Regional Growth Management Strategy (RGMS), a blueprint for

future growth approved in June 2003. In addition the Regional Official Plan is in final development and due to be approved in 2009. Substantial and significant work is being undertaken to ‘manage’ the region’s future growth and development, and it is essential that CTT Inc keep abreast of these developments, as well as serve in a facilitative leadership role to provide coordinated comment by its partners.

<i>Trends and Issues</i>	<i>Implications</i>
<b>THE CHANGING ECONOMY</b>	
<ul style="list-style-type: none"> <li>▪ Global economic uncertainty</li> <li>▪ Accelerated rate of technological change</li> <li>▪ Evolution within both the manufacturing and knowledge economies</li> <li>▪ Increasing protectionism in USA</li> <li>▪ Canadian trade deficit</li> <li>▪ Conference Board of Canada’s emphasis on 2-way Foreign Direct Investment (including Canadian Direct Investment Abroad)</li> </ul>	<ul style="list-style-type: none"> <li>9. Shifts in sector prominence</li> <li>10. New, different, diverse options for wealth creation</li> </ul>

Identification of the most promising investment prospects is based on existing sectoral priorities and the world-class technologies and training excellence of the region’s post-secondary institutions, juxtaposed with our continuous environmental scanning for change and opportunity. CTT Inc’s sectoral priorities reflect areas of strength within the regional economy while also identifying areas of future opportunity.

Important shifts are underway. In all sectors, the focus is increasingly on further developing the highly qualified talent pool in Waterloo Region and on the potential for research-intensive partnerships. These can represent key competitive advantages. These are tempered by global economic uncertainty. Current sectoral priorities will need to be seen through a somewhat modified lens. For example, the stress in automotive will move more towards “green” dimensions such as battery technologies, biomaterials and some aspects of alternative fuels or fuel economy. The global focus on the environment creates potential in the sectors of “clean” or “green” technology. In information and communication technology, the emerging focus is on the strengthening of the digital media cluster. In addition to the emergence of health and life sciences, nanotechnology and quantum computing continue to gain prominence as areas for major investment and global excellence at the University of Waterloo. The focus on knowledge creation, while identified several years ago as part of the worldwide economic shift, is expected to accelerate during the years of this strategic plan.

In addition to sectoral shifts, there are process shifts occurring. A new trade paradigm is emerging with a focus on integrative trade and the development of global or regional supply chains, and CTT Inc’s strategic direction must reflect this as well.

<i>Trends and Issues</i>	<i>Implications</i>
<p><b>THE INFORMATION GAP</b></p> <ul style="list-style-type: none"> <li>▪ Continued impact of globalization</li> <li>▪ Skills shortages and surpluses</li> <li>▪ Regional population change (e.g., diversity, age, level of post-secondary education)</li> </ul>	<p>11. Critical place of environmental scanning and intelligence gathering</p>

CTT Inc and its partners recognize the significant level and impact of change in the global economy. Keeping abreast of that change is critical to ensure quality planning and decision-making. There are several tools and supporting mechanisms that can play a vital role to economic development organizations – interactive websites, databases, electronic listing services for industrial and commercial real estate, and customized research on economic and demographic trends.

What is especially notable about Waterloo Region is that it brings critical factors for economic “intelligence” into a single place — its collaborative environment, intellectual capital, sense of innovation and entrepreneurship, access to technology and cross-disciplinary research and teaching. Apart from gathering detailed data to support individual investment attraction efforts, there is the recognition that research must be gathered and communicated on issues such as regional economic trends, exports, foreign investment levels of research and development, and trends in the region’s key sectors, in order to develop a better understanding – at the global level – of opportunities for these sectors.

## Strategic Objectives

The ultimate focus – CTT Inc’s line of sight – is on wealth creation for Waterloo Region (Canada’s Technology Triangle). The concept of wealth is understood broadly and measured in multiple ways – quantitatively and qualitatively, financially and socially, tangibly and intangibly. In addition, CTT Inc will strive to ensure this wealth is 'new wealth' for Ontario and Canada because moving an industry or institution from one place in Canada or Ontario to this region improves our local position but diminishes others in Canada and Ontario. So it is the creation of tradable new wealth that we seek.

Quite simply, two central objectives will govern CTT Inc’s work in the next five years:

- **CTT Inc will reach out to attract and expand investment as well as work with partners to bring capital and talent to the region and**
- **CTT Inc will strengthen its facilitative leadership role in ways that add value to the region.**

The first clearly represents the core purpose of CTT Inc while the second seeks to support and build a function that will enhance that purpose in a meaningful way for all stakeholders. While CTT Inc’s work has global scale and scope, it is also grounded in the organization’s Vision to contribute to the prosperity and quality of life in the region. CTT Inc takes its leadership role seriously in that regard and so, during the next five years, commits to developing and enhancing its capacity to serve as a ‘catalytic leader’ to move the region closer to that ultimate Vision.

In order to achieve results in these two areas, CTT Inc has established supporting objectives that serve as the foundation for these commitments to outreach and catalytic leadership. Through the execution of multi-year business plans, CTT Inc will:

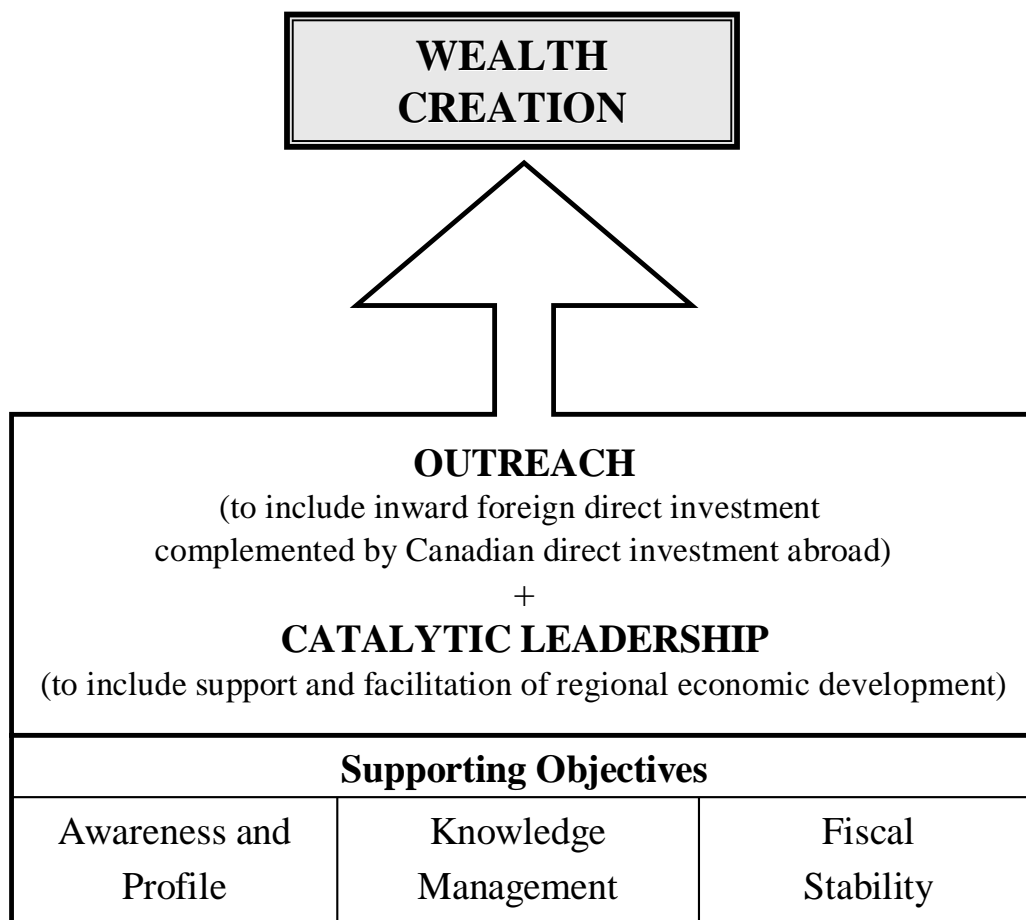
- **Build awareness to raise the profile of Canada’s Technology Triangle and CTT Inc (the organization);**
- **Strengthen research and the knowledge base within the organization and among partners; and**
- **Develop a business model for the organization to secure long-term fiscal stability.**

Working on these objectives will allow CTT Inc to generate outcomes that strengthen its ability to deliver on the promises implicit in its Mission and reflected in the two central objectives.

Consultations and the environmental scan identified the need for an enhanced international and national presence for the region along with a more precise positioning of CTT Inc (the organization) among its partner/colleague organizations. The effective use of existing data and the acquisition of relevant new information are crucial to help realize the untapped potential in the region. Thus, an objective around knowledge

management is key. Finally, to be able to focus on producing results in both the central and supporting objectives, a stable fiscal footing is essential.

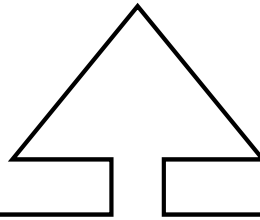
These five elements are interdependent and, as such, their realization together further supports CTT Inc's potential to realize its Mission and, ultimately, achieve the Vision. The diagram below illustrates this relationship.



A parallel can be drawn with the Vision and Mission, thus reinforcing the drivers of CTT Inc's organizational success – working collaboratively to market the region in order to bring in and grow strategic investment:

***Vision:***

A community of choice,  
where investment  
generates prosperity and a  
high quality of life



***Mission:***

We promote Waterloo Region as  
Canada's Technology Triangle  
to attract and expand strategic investment,  
working with partners  
to bring capital and talent to the region

## Action Priorities and Performance Measures

CTT Inc will achieve results in its Strategic Objectives by creating and executing a multi-year business plan which feeds directly into annual operational plans. Those plans will be derived from the following Action Priorities. On an annual basis, results will be tracked using specific indicators for each component of the operational plan from among the Performance Measures listed below.

STRATEGIC OBJECTIVES	ACTION PRIORITIES	PERFORMANCE MEASURES
<p>I. Reach out to attract investment, capital and talent</p>	<p>Ia) Establish a multi-year business plan that identifies both core and emerging business and industry sectors for outreach activities. Priority areas include (but are not limited to):</p> <ul style="list-style-type: none"> <li>▪ <u>Advanced Manufacturing</u> (<i>Core</i>: Auto, Industrial Design, Aerospace, Food Processing; <i>Emerging</i>: Clean Tech, Wind Power, Solar Power, Robotics)</li> <li>▪ <u>Information and Communication Technology</u> (<i>Core</i>: Hardware, Software; <i>Emerging</i>: Convergence of Technologies, Digital Media, Quantum Information, Nanotechnology)</li> <li>▪ <u>Business and Financial Services</u> (<i>Core</i>: Business Process Outsourcing, Actuarial Sciences, Insurance, Accounting, Regional HQs; <i>Emerging</i>: Environmental Professional Services, Knowledge Creation Consulting)</li> <li>▪ <u>Health and Life Sciences</u> (<i>Core</i>: Pharmaceutical, Medical Devices; <i>Emerging</i>: Biotech)</li> </ul> <p>Ib) Work to engage, support and inform intermediaries<sup>1</sup> who identify and refer prospective investors with a fit for Waterloo Region</p> <p>Ic) Support Waterloo Region partners involved in efforts to attract new human resources and new sources of early stage financing from outside the region</p>	<ul style="list-style-type: none"> <li>- Activity levels</li> <li>- Investment levels</li> </ul>

<sup>1</sup> Key individuals and organizations in Canada and abroad who may be able to refer investment leads and prospects and/or have the ability to influence investment decision-makers during the site selection process, including *influencers* (direct access to decision-makers, e.g., realtors, lawyers), *facilitators* (provide liaison and referral, e.g., government officials, industry associations), and *ambassadors* (promote Waterloo Region and indirectly influence potential investors, e.g., local business, institutional and community leaders)

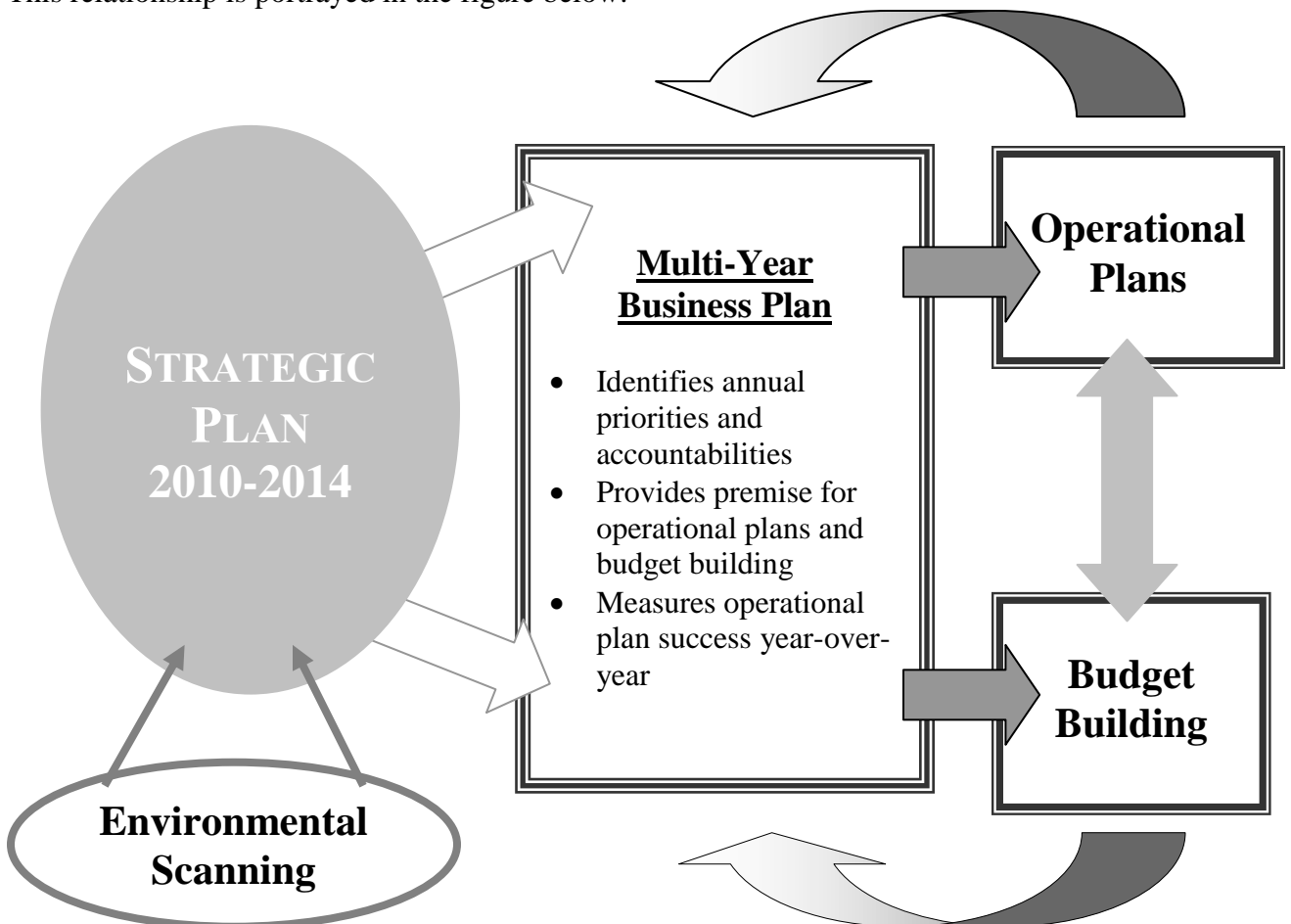
STRATEGIC OBJECTIVES	ACTION PRIORITIES	PERFORMANCE MEASURES
<p>II. Strengthen facilitative leadership role in ways that add value to the region</p>	<p>IIa) Build new and sustain existing corporate, institutional, government and community partnerships to support our Vision</p> <p>IIb) Identify and advocate with partners for initiatives and investments required to make the region attractive to investors (e.g., shovel-ready employment lands, quality rail transportation, cultural attractions, supports for quality lifestyle)</p> <p>IIc) Provide and support activities that facilitate partners' collaboration, cooperation, knowledge sharing and knowledge creation</p>	<ul style="list-style-type: none"> <li>- Partnerships (quantity and quality)</li> <li>- Infrastructure growth and development</li> </ul>
<p>III. Build awareness to raise the profile of Canada's Technology Triangle and CTT Inc (the organization)</p>	<p>IIIa) Clarify branding of the region and the organization, articulate their respective value propositions, and align key messages through collaborative work with regional leadership (both public and private sector)</p> <p>IIIb) Build partnerships and implement methods to increase internal and external knowledge and recognition of Waterloo Region (Canada's Technology Triangle)</p> <p>IIIc) Develop and execute communications that clarify our role and relationships with our partners</p>	<ul style="list-style-type: none"> <li>- Activity levels</li> <li>- Partnerships and partner engagement (quantity and quality)</li> <li>- Partner and investor awareness</li> <li>- Leadership opportunities realized</li> <li>- Alignment of messages</li> </ul>

STRATEGIC OBJECTIVES	ACTION PRIORITIES	PERFORMANCE MEASURES
IV. Strengthen research and the knowledge base within the organization and among partners	<p>IVa) Build partnerships to coordinate regional economic development / socioeconomic research and work with partners to enhance access to and understanding of the information</p> <p>IVb) Identify and develop sources of relevant new information and knowledge, assisting staff and partners to understand and make use of the implications</p>	<ul style="list-style-type: none"> <li>- Business and market intelligence (quantity and quality)</li> <li>- Partnership activity (quantity, frequency)</li> <li>- Partner feedback (quality, evaluation)</li> </ul>
V. Develop a business model for the organization to secure long-term fiscal stability	<p>Va) Develop and promote a robust business model that demonstrates the value of partnering with and supporting CTT Inc (for corporate, institutional, municipal, regional, provincial and federal partners)</p> <p>Vb) Expand the funding base through the diversification of fund sources (e.g., new funding from previously untapped sources, multi-year funding agreements, fee-for-service activities)</p>	<ul style="list-style-type: none"> <li>- Balanced budget</li> <li>- Reserve funds</li> <li>- Number of funding sources</li> </ul>

## Planning Cycle, Review and Responsibility

The Strategic Plan 2010-2014 communicates the longer-range direction of CTT Inc and the key strategies that will allow the organization to deliver results against that strategic direction. The Multi-Year Business Plan “rolls out” from this Strategic Plan and articulates explicit tactics and results for each of the Strategic Plan’s Action Priorities (see pp. 10 - 12). Finally, an Annual Operational Plan is the detailed document that describes what will happen and how the organization will make progress in achieving those results each year.

This relationship is portrayed in the figure below:



Every year, progress on the strategies and action statements in the Operational Plan will be reviewed and documented. This will allow the Board of Directors to measure success and the staff to alter planned actions where external or internal events dictate. A companion document, CTT Inc Annual Report, will provide an overview of achievements in the preceding year. The report will provide a qualitative and quantitative overview of the activities across the organization in all areas to advance the Vision and

Mission. It is one of several documents that will help measure the performance of CTT Inc.

An annual planning cycle, along with roles and responsibilities, will be:

<b>ACTIVITY</b>	<b>TIMING</b>	<b>RESPONSIBILITY</b>	<b>APPROVAL</b>
<b>ENVIRONMENTAL SCAN</b>			
- Trend Analysis	Ongoing	CTT Inc staff	Executive Committee
- Ratification	September	CEO	Board of Directors
<b>STRATEGIC PLAN / MULTI-YEAR PLAN</b>			
- Review	September	CEO	Board of Directors
<b>ANNUAL OPERATIONAL PLAN AND BUDGET DEVELOPMENT</b>			
- Unit plans	Sep-Oct	All unit groups	CEO
- Organization plans	Oct-Nov	CEO	Executive Committee
- Final document	December	Executive Committee	Board of Directors

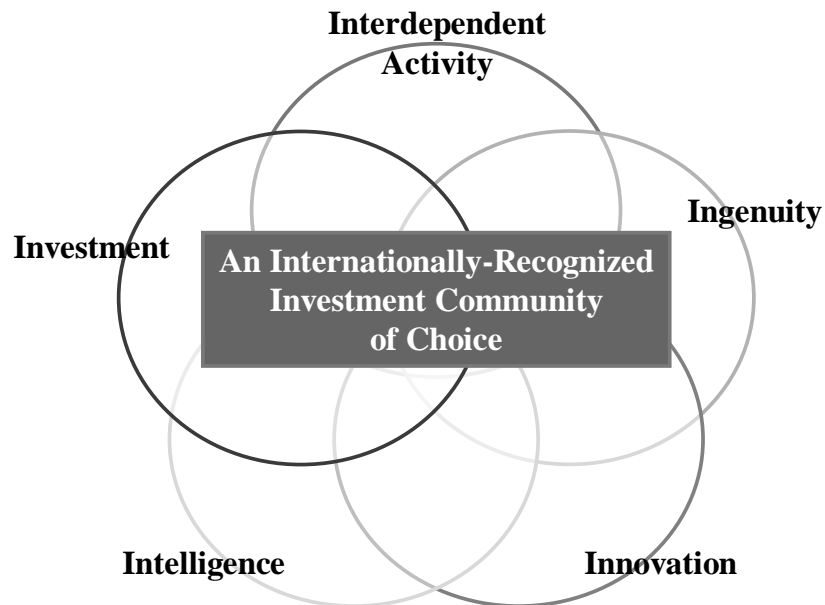
CTT Inc will use various measurement and evaluation processes keyed to the five Strategic Priorities to assess its progress, as noted in the Performance Measures (pp. 10-12). Ongoing and regular evaluation is critical to overall organizational success and to the success of specific programs and activities. In fact, funding is often dependent on CTT Inc's ability to monitor and report on that progress. Findings will become part of ongoing needs assessment activities and, thus, will contribute to the planning cycle noted in the preceding two figures.

## Conclusion

Initiating operational plans that will realize results in the five Strategic Objectives that form the core of the CTT Inc Strategic Plan 2010-2014 will result in:

- Enhancing the opportunity for collaborative, interdependent creativity and action on both inward and outward foreign direct investment;
- Building on the region's reputation of ingenuity, innovation and intelligence;
- Providing effective and efficient use of resources and infrastructure; and thus
- Attracting the best investment for the region and its people.

CTT Inc Strategic Plan 2010-2014 communicates a challenge to the organization and its partners throughout the region. That challenge is about achieving this region's optimal prosperity and quality of life as a result of successfully managed growth and investment during increasingly turbulent, globally-complex times.



By taking action to leverage the strengths of Waterloo Region (Canada's Technology Triangle) noted in the diagram above, CTT Inc has the potential to make a great contribution to the region, its industries, institutions and communities in a way that will also have the potential to create beneficial results with a global impact.

The CTT Inc Strategic Plan 2010-2014 – *Investing in Waterloo Region* – is the blueprint for moving that vision closer to reality.

## Acknowledgements

### CTT Inc Board of Directors

John Doherty, **Chair** \*  
Ian MacNaughton, **Vice-Chair** \*  
Frank Boutzis, **Treasurer** \*  
Christopher Runstedler, **Secretary**  
and **Associate Member** \*  
Helen Jowett \*  
Joerg Stieber \*  
Carla Ladd \*  
Dr. Max Blouw  
David Brenneman  
George Dixon  
Simon Farbrother  
Joan Fisk

\*Executive Committee Member

Jamie Grant  
Jim King  
Michael Klopchic  
Virginia Marshall  
Chuck Martin  
Mike Murray  
Dan Potje  
Dr. John Tibbits  
Lori Van Opstal  
Grant Whittington  
Ted Witzel  
Honorary: Jim Beingessner

### CTT Inc Advisory Committee

Marlene Coffey  
Susan Cudahy  
Kevin Curtis  
Bozena Densmore  
Susan Duke  
Greg Durocher

Joan Fisk  
Iain Klugman  
Andrew Martin  
Rod Regier  
John Scarfone  
Kathy Weiss

### CTT Inc Staff

John G. Jung, **CEO**  
Bill Elliot  
Xiaopu Fung  
Catharine Gerhard  
Anne Lukin

Robin Martin  
Elisa Massaro  
Kate Mowry  
Shelley Rudd

### Consultants

Jacqueline Schach, Principal  
The Delta Consulting Group

Mary Baetz, Director  
Western Management Consultants of Ontario