



The new CORNWALL

After years of economic stagnation and plant closures, Cornwall is turning a corner. It has diversified its economy, attracted scores of bright, young workers and, perhaps most importantly, has largely moved on from its industrial roots.

Check out what all the fuss is about, starting on the next page.



CORNWALL SPECIAL REPORT

Page 2 ■ Ottawa Business Journal, December 1, 2008

Cleaning house

■ By William Lin
Special to the OJB

SILENT AND HIDDEN, the turbines – resembling underwater windmills – rotate slowly near the river floor, generating energy to power lights in thousands of nearby homes.

At least, that's what Verdant Power Canada, a company based in Niagara-on-the-Lake, hopes will happen when it tests under-water turbines in the St. Lawrence Seaway in the coming months. A successful test would allow the technology's export worldwide.

The test location is Cornwall, a city known in decades past as a hub for less-than-clean manufacturing plants that, often, sent pollutants into the same river that now could help power its community.

Recently, Cornwall has moved to shed its former image of a manufacturing town. Air quality has greatly improved. The acrid smell from pulp mills is gone. And in sharp contrast, several companies with roots in the region are advancing within a budding new sector: green technology.

"It's a growing sector for us, but it's not necessarily a sector that I would consider fully developed right now," said Bob Peters, a sen-

ior officer in Cornwall's economic development office. "It's a sector that we're trying to nurture as much as possible."

About a half-dozen green-tech companies are currently considering locating in Cornwall, said Mr. Peters, who declined to name them. But he said the technology discussed includes sustainable energy creation.

Verdant plans to lower dummy turbines into the St. Lawrence River near Cornwall by next summer. By 2012, the company hopes to generate 15 megawatts of clean energy, equivalent to powering 11,000 homes.

"This is a beginning of a whole new industry. And think how this can be applied to build out starting with the province of Ontario . . . and other rivers and tidal situations around Canada," said

Verdant Power president Trey Taylor.

Cornwall was a logical place to set up the pilot project, Mr. Taylor said. Along with its location beside the fast-moving river, the company has a relationship with St. Lawrence College, the St. Lawrence River Institute of Environmental Sciences and engineers at the Thompson Rosemount Group, a local engineering and architectural services firm.

Significant government funding also

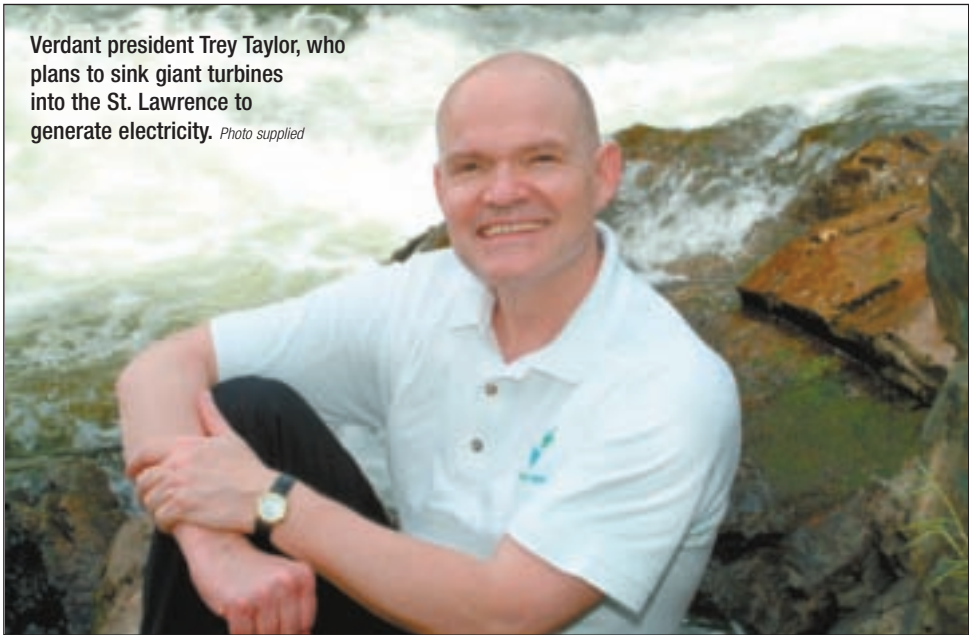
STRONG CURRENT

Verdant Power's planned energy production in the St. Lawrence River: 15 megawatts (or about 11,000 homes)

Estimated untapped water potential in Ontario: 2,000 megawatts

Amount of plastic waste Knor Plast's Canadian Resin Recovery processes a week: 250,000 kilograms.

Number of Countries Busitech's software is used: 70 (est.)



helped. This year, the province announced a \$2.2-million investment under the Innovation Demonstration Fund, which helps develop sustainable technologies.

In July, the company was awarded about \$1.2 million in funding from Sustainable Development Technology Canada.

Knor Plast Inc., another relatively new major green-tech player, has also seen explosive growth. But the Cornwall company with the most potential – at least according to Mr. Peters – is Busitech. The 22-year-old company sells efficiency software that helps companies cut down on manufacturing waste.

Its software is used in 70 countries; one of its largest clients is Procter & Gamble.

The company's president and founder, Peter Gault, said setting up shop in Cornwall was cost-effective. He said the region's quality of life and location didn't hurt, either.

"I can get a lot of people to come up here,

for instance, when I organize courses, said Mr. Gault.

But efforts to locate green-tech companies in the region haven't always gone smoothly. In November, Liqui-Force, a sewer renovations company, put plans on hold to establish operations in Cornwall. And a plan for a farmers' co-op ethanol plant to locate in Cornwall burned out last year after the city revoked the land for the planned site.

Richard Lavigne, former president of the Seaway Valley Farmers Energy Co-operative, said the political will wasn't there to support green tech a decade ago. "It was very hard to get people willing to fund an alternative energy source.

"Governments are in tune now, but when we started 10 years ago, the government support wasn't there. The support from the community and from the consumer wasn't there as it is today," he said. ■

ADVERTISING FEATURE

StarTek

IN TODAY'S COMPETITIVE MARKETPLACE, customer retention is crucial. Caring for customers, and thereby ensuring their continuing satisfaction and loyalty, is what Cornwall's StarTek does best. As the industry leader in providing top quality customer service, StarTek's Cornwall office is adept at handling any issue, large or small, on behalf of several large telecommunications companies in Canada and the United States.

It seems quite fitting, then, that a company that has specialized in caring for customers is also now a leader in caring for the community. In what has turned out to be a tremendous drawing card and morale booster among personnel, StarTek has established a new Care Unit to partner each month with a different local non-profit organization.

"Our employees love being part of a company that is singularly focused on helping others," explains Marc Belanger, StarTek Cornwall's Recruiting Manager. "In the work we do, we bring tremendous satisfaction to our clients and their customers, by solving problems or providing much-needed assistance and information. Then our people get to shift gears and head out into the community to make a difference. We're all incredibly proud of what we've accomplished so far with this new focus on reaching out."

Throughout 2008, StarTek's employees have donated labour to help with renovations, fundraised and volunteered their time in other ways. "It helped that we established a schedule for the year," notes Mr. Belanger, "so employees could plan which causes they most actively wanted to support."

StarTek started off the year helping out Big Brothers & Big Sisters, Children's Aid, the Agape Centre and the



Left to right: **Robert Drover**, Call Center Director, robert.drover@startek.com, **France Constantineau**, HR Manager, france.constantineau@startek.com **Marc Belanger**, Recruiting Manager marc.belanger@startek.com

Cancer Society. "Each month featured a different activity, such as a gently-used toy drive for the Early Years Centre' mobile toy lending library, which serves many rural communities outside Cornwall," he adds. Other beneficiaries included Community Living, the Baldwin House Women's Shelter, the Renaissance Group, the OSPCA and the United Way. Work to select StarTek's 2009 charitable partners has already begun.

"These charitable activities really added a fun, new dynamic to our workplace. Not only did our employees put in a lot of time and effort, we also contributed at a corporate level, allocating half our advertising budget for the year toward promoting the needs of the organizations we'd chosen to support," says Mr. Belanger.

Mr. Belanger believes the company's commitment to the community is important as StarTek embarks on an intensive

phase of hiring. "We are a very dynamic organization. If you are a people person who enjoys helping others, there is a tremendous career path at StarTek. The possibilities for success are accentuated by the fact that we are part of an organization with twenty-one locations across North American and offshore. Here in Cornwall, we've seen eighty people receive promotions in the past year alone."

To find out more or apply for the career opportunities available at StarTek, please visit www.startek.com/careers



**1400 Vincent Massey Drive,
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Discount real estate beckons

■ By William Lin
Special to the OBJ

RHONDA LARUE-HARPER thought she'd looked everywhere for a new home.

There was Perth, Smiths Falls, Rockland, Barrhaven. She must have looked through more than 200 postings on multiple listing services, she recalled.

She finally settled on a two-storey brick home in Cornwall, in a structure once used by Catholic nuns. It didn't matter that she had to commute two hours to and from her job in Ottawa, or that gas prices were at record highs at the time.

It was the perfect home. And it was selling at bargain-base-ment prices.

Ms. Larue-Harper paid \$184,000 for a five-bedroom-plus-one house nearly twice the size of her previous abode in Carleton Place, which she'd sold for \$215,000.

"Knowing that we'd get this gorgeous house for the price we did, it was sort of a no-brainer at that point," said Ms. Larue-Harper, who moved to Cornwall with her husband and five children two months ago.

She and her family are the kind of residents Cornwall is looking attract with its Choose Cornwall campaign. Its web-site includes a promotional video, links to job sites and a photo gallery of beaming faces, not to mention boats along the picturesque St. Lawrence River.

But attracting new residents hasn't been easy. Cornwall has experienced near-stagnant growth, with a population increase of 0.7 per cent between 2001 and 2006, compared with Ontario's 6.6 per cent, according to census data.

The surrounding rural areas of Stormont, Dundas and Glengarry counties posted an even smaller population increase, at 0.4 per cent.



"Cornwall has suffered, and is suffering, probably because of its past of being, historically, a mill town with a lot of odour. And that developed over 75 years, and it's hard to change that," said Terry Landon, a former chair of the Real Estate Council of Ontario and a co-founder of RE/MAX Cornwall Realty.

Although the closure of several manufacturing plants eliminated the odour, some clients still hold a misconception of the area, Mr. Landon said. "There is no doubt that question is asked. We have to go through this education process to convince people to come to Cornwall to see for themselves," he

said.

But despite the slow-growing population, the area features a growing number of households thanks to smaller families, Mr. Landon said.

Uncertainty in the global financial markets and lower consumer spending have also curtailed the reselling of homes, according to real estate experts. From January to September this year, about 1,159 residential units were sold – a year-over-year drop of almost a hundred from last year's 1,253, according to the Cornwall and District Real Estate Board.

continued on page 9

ADVERTISING FEATURE

SigmaPoint Technologies Inc.

Cornwall's SigmaPoint Technologies Inc. stands tall in the manufacturing world for the quality of its work. SigmaPoint Technologies Inc. is a privately held Electronic Manufacturing Services (EMS) firm, which provides end-to-end manufacturing, engineering, and distribution services for highly complex electronic products primarily for the communication, defence, industrial, and transportation markets.

"We are proud of our reputation throughout the electronics manufacturing industry for our outstanding quality," says John Earle, SigmaPoint's Marketing Manager. "Our 'shop floor' approach to quality is somewhat unique in that every employee is truly committed to ensuring we deliver the best product possible to our partners."

SigmaPoint's end-to-end assembly services include contract manufacturing of printed circuit board assembly, system assembly, cable and harness assemblies. SigmaPoint's capabilities include surface mount technology, pin thru-hole, ball grid array, PCB and testing equipment, technology transfer, functional and in-circuit testing, and environmental testing.

"Coupled with our innovative and practical approach to design and manufacturing,

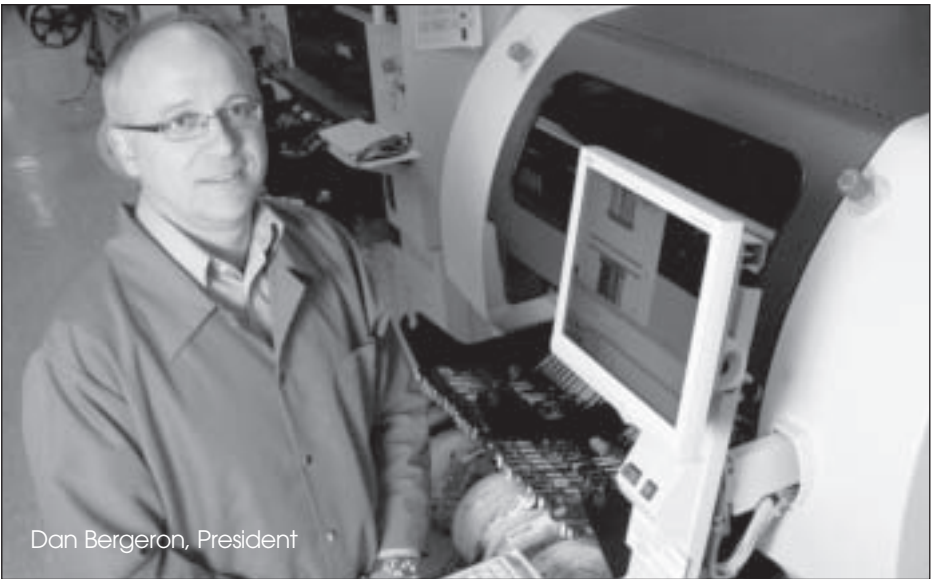
SigmaPoint has been successful because we strive to develop great partnerships with all our stakeholders," explains Mr. Earle. "We are also extremely transparent – we are completely open with our costs and margins so our partners understand our pricing; our patented SigmaTrack customer portal provides our customers secure, 24/7 access via the Internet to view their job in process on the manufacturing floor. It is these three fundamental elements – quality, trust and our emphasis on our innovative engineering services that have become our strengths in the industry."

"We are proud of our reputation throughout the electronics manufacturing industry for our outstanding quality."

— John Earle,
Marketing Manager, Sigmapoint

SigmaPoint's engineering services include structural test development, functional and system test development, design for manufacturing (DFM), design for serviceability, design for test (DFT, design for supply chain, prototyping/NPI (Alpha), process and sustaining engineering. "Our engineering team guides our clients through the product life cycle ensuring the best possible results and highest detail," he adds. "Our flexibility, responsiveness and follow-up communications through a dedicated client team ensure the process always stays customer-focused."

Just as their open book policy is key, so too is the company's emphasis on lean and



Dan Bergeron, President

"clean" manufacturing. "We have been very effective at waste elimination and recycling throughout our manufacturing operation," notes Mr. Earle. The company is capable of RoHS-compliant manufacturing (a European standard) and is currently working towards ISO14000 compliance.

SigmaPoint's success is also due to the strength of its executive team whose leadership experience in the design, development and manufacturing of electronic circuit card and system assemblies guides their employees to excel. "As a team we are very dedicated towards growing the skills of everyone in the company and ensuring our continued emphasis on teamwork," he adds. "From the

President to the shop floor, everyone at SigmaPoint appreciates being able to work for a successful, world-class company in such a wonderful city as Cornwall."

To learn more about SigmaPoint Technologies Inc., please visit www.sigmapoint.com.

SIGMAPoint
TECHNOLOGIES INC

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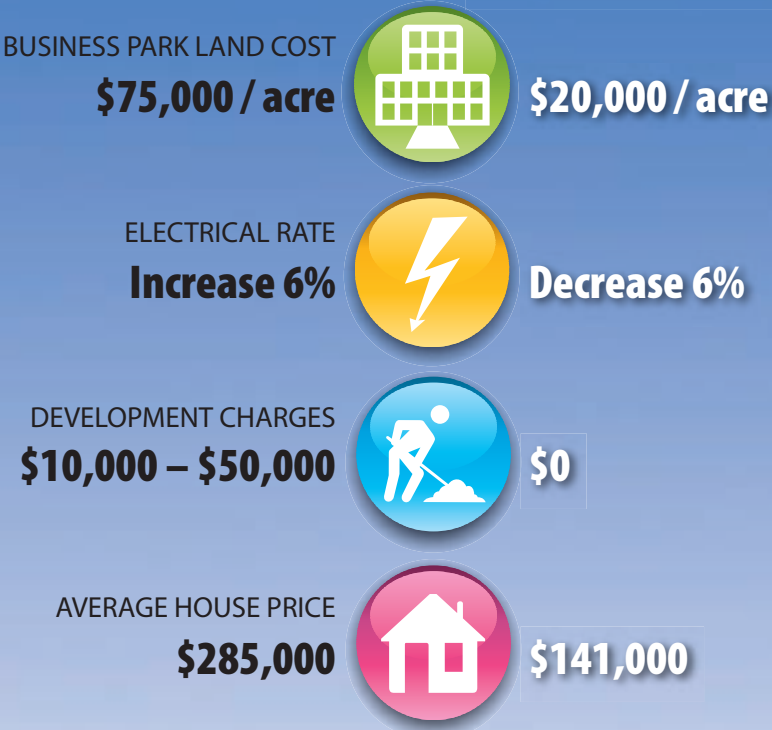
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Taking a logical step

‘Canadian companies have to change the way they are doing business’

■ By Peter Kovessy
peter.kovessy@transcontinental.ca

HIGHER LOGISTICS COSTS paid by Canadian manufacturers, wholesalers and retailers will pressure transportation firms to move their operations from major population centres to low-cost cities such as Cornwall, says a senior development official with the Seaway city.

Supply-chain management and logistics costs for Canadian firms were between 12 and 30 per cent higher than in the United States in 2007, according to a recently released report prepared by industry groups and the federal government.

While costs are generally higher in Canada because of this country’s smaller markets and greater distance between large urban centres, companies are still trying to trim their budget to improve competitiveness, says Bob Peters, a senior officer in Cornwall’s economic development department.

“If Canadian logistics operations are on a higher cost basis than the U.S., Canadian companies have to change the way they are doing business,” he says.

Traditional logistics business models assumed that if the end business customer was in Montreal or Toronto, a firm’s distribution centre should be in the same urban

area, says Mr. Peters.

But he says shipping and warehousing firms have realized they can reduce labour and real estate costs while avoiding traffic congestion by moving to lower cost centres in eastern Ontario.

One of the best examples in Cornwall is the 1.4 million-square-foot Supply Chain Management (SCM) warehouse, which serves as the distribution centre for more than 90 Wal-Mart stores east of Napanee. Employing more than 800 people, SCM receives, sorts and ships the products destined for the retail giant.

The sheer scope and complexity of SCM’s operations has created opportunities for local logistics companies who have built up an expertise in handling SCM’s incoming shipments.

Cornwall-based Minimax Express Transportation Inc., which employs about 60 drivers in Toronto, Montreal and eastern Ontario, is in the midst of adding an additional 30,000 square feet of warehouse space where it can store products until the scheduled dropoff time at SCM, says general manager Yves Poirier.

“Not everybody can do that,” he says. “We’re positioned so close to (SCM) that our costs are lower than the guys doing it out of Ottawa or Alexandria.”

Mr. Poirier says that while the family-run company remains overwhelmingly focused on actual transport, it is looking at developing its own distribution operations, where a customer would store goods in a warehouse



Bob Gauthier, president of Seaway Express, says a recent trip to Europe was ‘an eye-opener’ in terms of adding efficiencies to his business. Photo by Etienne Ranger

and Minimax would pick and deliver orders.

While the growing attraction of eastern Ontario as a distribution centre means increased business for local logistics firms, the global economic slowdown presents short-term challenges as retailers cut order volumes, reducing the demand for transportation services.

However, the region’s economic transition from a manufacturing centre to a logistics hub has also meant a change for local freight haulers. Compared to the heavy manufactured products shipped in previous years, trucks are now carrying lighter loads, giving logistics firms an opportunity to shift to smaller, more fuel-efficient equipment.

“We have to adapt, for sure,” says Bob Gauthier, president of Seaway Express, an

overnight transport company with about 50 employees.

When fuel prices peaked earlier this year, Mr. Gauthier travelled to Europe to see how its logistics industry had adjusted to higher energy costs.

“It was an eye-opener to see where they are paying \$2.50 a litre ... and surviving by doing things differently,” he says.

Along with emission-reducing fuel additives, he says European trucks and trailers are geared towards specific jobs and loads, such as having more single-axle tractors, as opposed to the North American tendency to have more general equipment.

“Going to Europe is like (looking in) a crystal ball. You can see what is going to happen here in five to 10 years.” ■

ADVERTISING FEATURE

MacEwen Petroleum Inc.

SINCE ITS INCEPTION OVER HALF A CENTURY AGO, MacEwen Petroleum Inc. has been providing exceptional service to the motoring public, home owners, farmers and businesses across a broad swath of our region. Long known for its ethical approach to business, MacEwen Petroleum takes great pride in being a strong regional marketer, rather than a subsidiary of a national or multinational enterprise. Add in the company’s close connection to the communities it serves and it’s easy to see why MacEwen continues to thrive in a very competitive industry.

Initially founded as a wholesale operation delivering fuel to rural Ontario communities, MacEwen has evolved into one of Canada’s leading independent petroleum products marketers, while still retaining its proud heritage and identity as a family business. “We are now an integrated, full-service organization with service stations and convenience stores, home heating sales and service, wholesale and commercial supply operations catering to the communities of eastern Ontario, western Quebec, and upper New York State,” explains the firm’s President, Allan MacEwen, son of the original founder, Bill MacEwen.

“Our success is rooted in our firm belief that we must always treat our customers as we would like to be treated,” he adds. “To this end, we operate on a very transparent basis in terms of our pricing, service plans, and so forth. Our customers and the over 300 people we employ, directly and indirectly, know that we will always do what we say we are going to do and treat them very

fairly. This is something that my father, who began in the oil business in 1955, always insisted upon, and it’s served us well as a company.”

MacEwen’s home heating, farm and commercial supply territory includes most of eastern Ontario, along the St. Lawrence River from the Quebec border to Kingston and also up the Ottawa Valley as far as Deep River; MacEwen service stations can be found from Cornwall to Kingston and along the Ottawa River into Northern Ontario. “Through our many strategic partnerships we have access to a continuous, uninterrupted fuel supply, delivered via our own modern, well-maintained fleet of trucks; along with our responsive service, this security offers tremendous value to our customers,” says Mr. MacEwen.

MacEwen’s commitment to excellent customer service extends to its many service stations which feature well-stocked convenience stores and exceptionally clean washrooms. MacEwen prides itself on being a leader with respect to offering its customers environmentally friendly motor fuels. In June 1993 it was the first company in eastern Ontario to sell ethanol blended gasoline, in June 2000 it was the first in Ontario to sell ultra low sulphur gasoline, and in September 2008 its Bank & Catherine service station in Ottawa became the first east of Toronto to offer E85 fuel, ideal for flex fuel vehicles.

“Our company owes its success to our loyal customers and to our dedicated staff. In addition, everyone at MacEwen is proud to support a wide variety of chari-

“Our success is rooted in our firm belief that we must always treat our customers as we would like to be treated”

— Allan MacEwen, President, MacEwen Petroleum Inc.



table initiatives in eastern Ontario and western Quebec,” explains Mr. MacEwen. “It is a privilege to embrace our company’s rural heritage by proudly giving back to the communities that have made us one of Canada’s leading independent petroleum product marketers”. Additional information on the company and the services it provides can be found at www.macewen.ca



MacEwen Petroleum Inc.
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CORNWALL SPECIAL REPORT

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ADVERTISING FEATURE

Cornwall – A great place for business

No matter what your business, the right location is crucial. Easy access to markets, an available workforce and reduced costs are the hallmarks of an ideal location and the City of Cornwall has all these bases covered. Home to cutting edge companies, one of Canada's largest distribution centres and a location on Canada's busiest highway, Cornwall is a great place to work and to live – making it a very easy sell for the city's Economic Development department.

Cornwall Economic Development serves as the primary contact point for all investors, companies and residents looking to establish in the city. "Our role is to assist investors in establishing in Cornwall," says Mark Boileau, Manager of Cornwall Economic Development. "Our choosecornwall.ca website, launched a year ago, is our latest marketing tool and it has been very effective. If a company is interested in learning more about doing business here, we have detailed information on a variety of site selection factors and can arrange tours of available buildings."

Mr. Boileau and his team are also in charge of developing the 1000 acre Cornwall Business Park which fronts along Highway 401. "Cornwall offers some of the lowest priced land in Eastern Canada at just \$20,000 per serviced acre – a bargain compared to the \$75,000 and up companies must pay in other centres only an hour from us," explains Mr. Boileau. "In addition, we are one of very few Ontario municipalities with no development charges."

Coupled with lower labour costs due to Cornwall's affordable cost of living and some of Ontario's lowest electrical rates, the incentives for doing business in

Cornwall are very strong. "In very real, measurable terms we have seen over the past 10 years the true renaissance of Cornwall and its diversification into a modern, sustainable economy," explains Mr. Boileau. "As the largest city within an hour's drive of Ottawa, Cornwall has everything you would expect in a modern community, including a full-service hospital, a college, brand new sports facilities and a wide array of shops and restaurants. We offer all the amenities of a big city but without the big costs."

"We offer all the amenities of a big city but without the big costs."

— Mark Boileau,
Manager of Cornwall
Economic Development

are truly the lifeblood of the community."

Mr. Boileau is quick to share the credit for Cornwall's renaissance. "The revitalization of our economy is a reflection of the efforts of the 47,000 people who live and work here. Our partnerships with local businesses, as well as groups like Team Cornwall, are all part of the success story." While proud of its roots as one of Ontario's oldest communities, Cornwall is nonetheless focused on the future. "We have much to celebrate but there is still more work to be done, to welcome new residents and businesses to our community."

Visit www.choosecornwall.ca to find out more about what makes Cornwall an ideal location for business



Mark Boileau

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Cornwall Economic Development
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www.ChooseCornwall.ca



Bridging the gap

■ By Jim Donnelly
jim.donnelly@transcontinental.ca

A \$1.5-MILLION CONTRACT to demolish and redesign the section of the Three Nations Crossing – otherwise known as the North Channel Bridge – between Cornwall and Cornwall Island has been awarded to Mississauga-based McCormick Rankin Corp.

Glenn Hewus, vice-president of engineering at the Federal Bridge Corp. Ltd. in Ottawa – a Crown corporation that owns and manages several fixed-link crossings in Canada – said the contract includes the design of the new bridge and ancillary roadways, along with demolishing the current steel structure that dominates the city’s skyline.

The contract was awarded in early November, he added. “So the design is proceeding – we’ve been consulting with the (Akwesasne Mohawk Nation, who inhabit Cornwall Island) as well as the City of Cornwall, to ensure the environmental assessment that was completed several years back is being followed.”

A conceptual design dated June 2004 and posted on the Federal Bridge Corp.’s website shows a low-elevation bridge with open railings along the sides and pedestrian and cycling pathways.

The Federal Bridge Corp. manages and owns the bridge – which handles 2.6 million vehicles per year – in conjunction with the Seaway International Bridge Corp. Ltd.

Andre Girard, the corporation’s vice-president of communications, said the contract includes the bridge, immediate roadways on the Cornwall side, and roadways onto Cornwall Island up to the intersection known as the Four Corners.



Cornwall’s North Channel Bridge.
Photo supplied by the Federal Bridge Corp.

Mr. Hewus said the remainder of the reconstruction project, that of the Seaway International Bridge from Cornwall Island to the United States, will be conducted with a separate tendering process.

McCormick Rankin previously completed the re-decking of Montreal’s Jacques Cartier Bridge, the Highway 407 toll road north of Toronto and Ottawa’s Queensway-Island Park Drive overpass replacement in 2007.

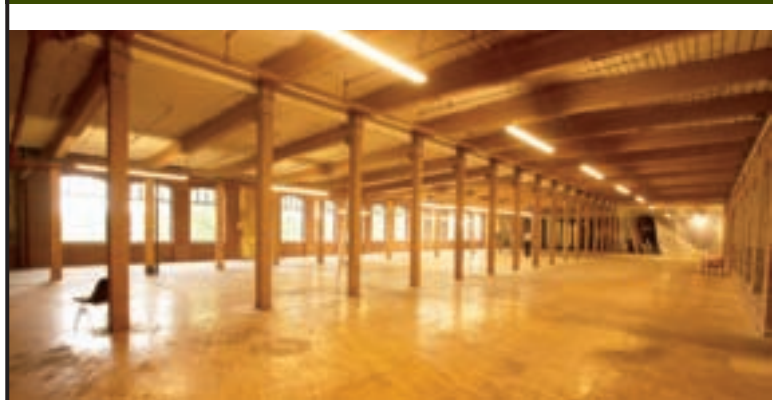
“It’ll be an improved skyline for the city of Cornwall,” Mr.

Hewus said of the project, adding that the current 1.6-kilometre North Channel Bridge – which currently begins far before the shoreline – will be shortened to around 0.35 kilometres.

He added the new bridge will, once built, likely stimulate waterfront development in the area.

“Now that Domtar is in the process of removing the old (pulp and paper) plant ... it creates a different scenario along the river for redevelopment.” ■

When it comes to real estate in Cornwall...



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CORNWALL SPECIAL REPORT

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Fly on the Wall: Cornwall in brief

Get well soon

A company with Ottawa connections has found itself dogged by controversy in Cornwall, after winning an \$81-million bid for the Cornwall Community Hospital capital redevelopment project.

St. Georges, Que.-based Pomerleau Inc., which won the contract after competing with R.E. Hein Construction, EllisDon Corp. and Concord, Ont.'s Bondfield Construction, are along with subcontractor J.M.R. Mechanical and Electrical Contractors (of Exeter, Ont.) taking heat for not planning to use Cornwall-based labour.

Pomerleau, which has offices on Catherine Street in Ottawa, has constructed several projects in the nation's capital including the National Aviation Museum and the University of Ottawa's Desmarais Building.

The issue has become so heated that a protest was recently held in front of the hospital – which faces a \$5-million budget shortfall this year, with an \$8-million deficit predicted for 2009-10 – by local tradespeople and their supporters. Local newspapers have received a barrage of letters to the editor on the issue.

Included in the 170-bed hospital's plans are the construction of a new 88,000-square-foot wing including five new operating rooms (along with diagnostic imaging and emergency departments), renovations and consolidation of existing services to the hos-



The Cornwall Community Hospital, which is set to undergo major renovations and an expansion.
Photo by Etienne Ranger

pital's McConnell Road location.

The \$6.3-million first phase of the renovation, completed in June, added labour and delivery suites and improvements to the hospital's critical and emergency wards.

In April of this year the hospital received approval to tender the project, and issued a prequalification call in May.

By June, eight general contractors had prequalified to bid on the project and 13 mechanical and electrical subcontractors also prequalified.

The Mohawk Council of Akwesasne, the First Nations reserve located on Cornwall Island, donated \$1 million to be dispensed over five years to the Cornwall Community

Hospital earlier this year.

Hammering away

Cornwall's construction activity has already passed the \$30-million mark in 2008, recent city numbers show.

The city's building permit division indicated a total of 510 building permits, with a value of \$32.2 million, had been doled out up to the end of October.

And though the total value, year-over-year, of building permits in the area in the first ten months of the year dropped – from \$37.1 million last year – the total number of permits was up from 491 in 2007.

Doing a hockey stop

An ongoing battle concerning a planned \$25-million multi-sports complex in Cornwall took a new turn in late November, after one city councillor cautioned the city about the need to step back from the process.

Coun. Mark MacDonald said the city hasn't received any financial backing – either from the federal or provincial governments, or local user groups – for the project, estimated at around \$25 million and expected to feature multi-rink pads.

But other councillors, including Coun. Kim Baird, voiced their support for the project which passed a council vote recently. "This is a need for our city. We have to move forward," Ms. Baird told media. ■

ADVERTISING FEATURE



In the business world, sports analogies are often an effective way to add impact to a message.

In the case of Team Cornwall, the sports metaphor is particularly appropriate. Launched over a decade ago when an independent group of Cornwall business and professional people banded together, the members of Team Cornwall have been extraordinarily successful in promoting their beloved city as an ideal place in which to live and do business.

"Of course, we're much bigger than any sports team I've ever heard of," says Gilles Latour with a chuckle. He is the dynamic Chair of Team Cornwall and one of the city's most unabashed civic boosters. Team Cornwall is a 340-member squad of business ambassadors with a common mission: to spread the word about Cornwall's positive attributes as a city in which to live and do business. "Our members use their sphere of influence to deliver timely information about the community and enhance the city's economic development opportunities," he explains.

"Our initial goal was to create an organization of business and professional people who would create awareness of the development opportunities that exist in Cornwall," he adds. "We are very pleased with what Team Cornwall has accomplished in terms of promoting our fine city and feel we've also generated a very positive impression of a community working together. In practical terms, our efforts have paid great dividends for Cornwall, as our city has welcomed a number of new organizations and we are now all enjoying the terrific revitalization of our economic sector."

Team Cornwall's members include those in both the busi-



"Our members use their sphere of influence to deliver timely information about the community and enhance the city's economic development opportunities." — Gilles Latour, Chair, Team Cornwall

ness and political spheres. The group works closely with Cornwall Economic Development and with local organizations such as the Chamber of Commerce, ensuring there is synergy between all groups. "Thanks to these partnerships, we've seen a huge turnaround; we've even been able to bring Cornwall's unemployment rate down from 21 percent to less than 5 percent in just over ten years," says Mr. Latour.

Everyone on Team Cornwall is always well prepared to show you all that the city has to offer. "People are often surprised when they come and take a fresh look at Cornwall. Not only is it much closer to Ottawa than they realized but it also offers a tremendous, very affordable lifestyle," he notes.

As one of its many initiatives, the group has prepared 'Team Cards', similar to baseball or hockey cards. Much more than just a catchy gimmick, each member is supplied with cards offering information about them as well as the advantages of doing business in Cornwall. "We encourage our members to hand out Team Cornwall cards in their travels to help promote our city and the advantages of living and doing business in Cornwall," he adds. "The cards create a great opportunity for dialogue and have become a memorable and useful way to spread the message that Cornwall is truly open for business."

For more information about Team Cornwall, visit www.teamcornwall.com



Federal call centre to add 177 jobs

Ottawa MP questions business case, given availability of capital office space

■ **By Peter Kovessy**
peter.kovessy@transcontinental.ca

SERVICE CANADA IS relocating and expanding a call centre from Ottawa to Cornwall, a city the local Conservative MP hopes can eventually become “a government town” home to a federal department.

Last month, Public Works and Government Services Canada (PWGSC) issued a notice indicating its interest in leasing just over 33,200 square feet of office space in Cornwall for an initial 10-year period beginning in 2010.

Department spokesperson Nancy Fishburn confirmed the office space will be used to house 177 employees in a call centre, which was first announced in January.

The call centre will answer close to 1.2 million calls annually related to employment insurance, the Canada Pension Plan and old age security, Service Canada said at the time.

While the January release and Mr. Lauzon both refer to the future call centre as a “new” facility, PWGSC said it is actually a relocation from the nation’s capital.

Three-term Tory MP Guy Lauzon, who has previously campaigned on promises to bring federal jobs to his riding, said he presents a solid cost-saving argument by high-

lighting the area’s bilingual workforce, transportation links, proximity to major population centres and lower lease rates when meeting with ministers to discuss relocating government offices.

“I’m continuing to knock on ministers’ doors, looking for opportunities. I think I can make an overwhelmingly convincing business case because of all the assets we have here,” said Mr. Lauzon.

However, Ottawa Centre NDP MP Paul Dewar questioned whether Service Canada actually prepared a formal business case for the relocation, or if this is an example of the government helping one its own “bring home the bacon.”

“If there are fairly cheap leasing opportunities in Cornwall and we have the talent pool there, fine. But (juxtapose) that with Ottawa. We know there is a surplus of space here (in Kanata) and how cheap it is.”

“The call centre is moving from Ottawa and will be increasing in size from its current complement,” Ms. Fishburn said in an e-mail. She directed further inquiries to Service Canada, which was unable to provide answers to questions about the call centre’s current Ottawa staff levels or the business case for relocation by press deadlines.

The federal government currently leases 17,000 square feet in Cornwall for the Canadian Border Services Agency and Parks Canada. It also owns a building on Water Street housing employees with Service Canada, Environment Canada and Parks Canada. ■

‘I still can’t believe it’

continued from page 3

“The general trend nationally is for people to be conservative about spending and they’re just waiting to see what happens with all the stuff that’s happening in the world,” said Jackie Smith, a former board president who works at Royal LePage Performance Realty’s Lancaster branch.

Although she said the area’s housing market “is not particularly in a crisis state,” housing sales have slowed in some county areas once popular to those interested in moving from Montreal’s West Island. Skyrocketing gas prices this summer was a big factor, she said, even though the commute is less than an hour.

“It still does (have an effect) because no one knows if its going to go shooting up again,” she said. The growth of average resale home values have also dropped from about seven per cent in previous years to three per cent, the real estate board said.

The average residential home sold for about \$146,000 this year up until September, compared with \$142,000 last year, the real estate board’s records show. In October, the average price was about \$148,900, a drop from \$156,800 at the same time last year.

But some have noted a significant increase in recent interest, especially from out-of-towners such as Ms. Larue-Harper.

“In our case more than half our customers come from out of town. And if you talk to some of the busy realtors, they will tell you that’s exactly what they’re seeing,” said Guy Menard, co-owner of Menard

■ HOUSE RULES

Average selling price of residential homes in October, 2001-2008

2008 – \$148,874	2004 – \$118,839
2007 – \$156,796	2003 – \$110,474
2006 – \$131,611	2002 – \$103,146
2005 – \$122,679	2001 – \$105,162

Source: Cornwall and District Real Estate Board

Bros. & Associates Ltd., which makes custom homes in the Cornwall region.

Cornwall’s cost of living is about 20 per cent cheaper than Ottawa’s, estimated Mr. Landon, adding one can find a house nearly half the price of a similar one in the capital.

“The greater Cornwall area is a real bargain in terms of real estate and people are finding out. You have people who have roots here who left for whatever reasons, sometimes because there were better jobs in other cities. And others who wouldn’t admit it, but they left because of the odour. Now that the odour is gone, there’s not one good reason for them not coming back,” Menard added.

Ms. Larue-Harper, a native of Cornwall, did just that. After years of living in Ottawa and Carleton Place, she decided Cornwall was the best place to raise her family. Her new house, renovated with hardwood and marble flooring, has a large backyard pool and is in a family-oriented community, she said. It was enough to win her over.

“For the quality of home I got, I was just – I still can’t believe it.” ■

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CORNWALL SPECIAL REPORT

Page 10 ■ Ottawa Business Journal, December 1, 2008

Area artists brighten economic landscape

■ By Jeff Esau
Special to the OBJ

“ARTISTS FEED SOULS,” read an ornate glass pane in Tracy-Lynn Chisholm’s art studio in downtown Cornwall.

But Ms. Chisholm’s 17-year painting career has taught her that successful artists also need to eat to keep working. That means artists must follow sound business practices and develop entrepreneurial skills in order to thrive and to continue creating the art they love. Business versus creativity? “It’s a 60-40 split – 60 per cent of your time is marketing, 40 per cent is production,” she said. “Some days it’s more like 80-20.”

Ms. Chisholm, 35, urgently needed business guidance and funding suggestions in 2006 when she opened Serenity Studio to paint and to give art lessons, and more recently, when she established a six-artist co-operative to increase the studio’s profile and the artists’ visibility. “It’s no longer a home-based business – now it’s a commercial business, so I had to jump through those hoops. I am taking a big risk again because my taxes are going up, (and) my insurance is going up,” she said.

She turned for advice to the Cornwall Business Enterprise Centre, an organization established to help small business owners and entrepreneurs succeed in Cornwall and the neighbouring counties of Stormont, Dundas and Glengarry.

In October, the Business Enterprise Centre hosted ARTpreneur, a one-day conference specifically designed to teach area artists the skills they need to become successful, self-employed entrepreneurs. Alyssa Blais, the centre’s business consultant, began organizing the event in May. “I was starting to see a lot of artists coming through our doors and they all wanted information on the business side of selling their art,” she said.

To support the conference, Ms. Blais took advantage of funding provided by the Ontario Ministry of Culture to promote development of the arts in the region.

Aimed at musicians, visual artists, actors, poets, writers, photographers, magicians, comedians and dancers, the conference program included sessions by guest speakers on



Tracy-Lynn Chisholm, who participated in the Cornwall area’s ARTpreneur conference this past October. Photo by Etienne Ranger

‘guerilla’ marketing, e-business, intellectual property law, merchandizing and arts funding opportunities at the municipal, provincial and federal levels. “Our intention was to educate (artists) in business acumen so they could take their art to the next level,” Ms. Blais said.

When Cornwall Mayor Bob Kilger arrived to officially open the conference, he told *OBJ* he was overwhelmed to see a capacity crowd of 130. Another dozen artists had to be turned

away by conference organizers. “The arts are alive and well in our region,” he said. “I never in my wildest imagination thought (artists) would fill a large banquet room – it was an eye-opener.”

Mr. Kilger said the conference was strongly supported by the city of Cornwall and economic development associations within Stormont, Dundas and Glengarry because a vibrant artistic community has become critical to the area’s economic diversification and rebranding. “It has a very, very real economic value – for the community and the region. (The artistic sector) really adds another facet of our lifestyle that doesn’t always get the exposure it should, and becomes an economic factor greater than you realize.”

Conference keynote speaker Michael Shumate, author of *Success in the Arts* and graphic design professor at St. Lawrence College, said “talent alone is not sufficient for success.” He tells artists they must also have “smarts,” which includes using creativity to market their art and to network effectively to get the breaks they need. “Being an artist means being a professional, not a prima donna.”

Ms. Chisholm said the conference has helped coalesce area artists, who have generally relied on larger centres like Ottawa and Montreal as primary markets. She said that’s already starting to change. “It’s almost like we’ve been underground (in Cornwall) and the seeds are just starting to push through now.”

Ms. Blais said a business in any sector can be successful if it has the right tools, networks, information and community support. “It takes a community to believe in the arts just like it takes a community to believe in farming or any other kind of sector.” She pointed to Merrickville, a small town that has become a popular tourist destination largely because of its vibrant artistic and cultural community.

For the 2009 ARTpreneur conference, Ms. Blais plans to build on this year’s success. “We’re planning for 200 people and thinking about making it a more hands-on, two-day event.” ■

ADVERTISING FEATURE

Cornwall Community Hospital

You don’t have to remind the people of Cornwall how lucky they are to have a world-class health care facility right in their midst. They’re well aware of the many medical miracles that take place every day at Cornwall Community Hospital (CCH), thanks to the highly skilled professionals who provide exemplary care in both official languages at the largest hospital in the Champlain Local Health Integrated Network outside of Ottawa.

Cornwall Community Hospital serves acute, in-patient, out-patient and community-based clients. The hospital provides a wide range of medical specialties which include but are not limited to: Anaesthesia, Dentistry, Emergency, Endoscopy, Medicine, General Surgery, Gynaecology, Internal Medicine, Neurology, Obstetrics, Ophthalmology, Orthopaedics, Paediatrics, Psychiatry, Rehabilitation as well as Urology.

“Our dedicated staff of over 1100 bring tremendous experience to each of our clinical areas,” explains Jeanette Despatie, Chief Executive Officer of Cornwall Community Hospital. “Like other centres, we are working diligently to meet the increasing demands presented by our changing population demographic.”

Patients and staff at CCH are reaping the rewards of a formal association with the University of Ottawa’s Faculty of Medicine, which sees students from the University complete a rotation at the hospital. “This not only furthers their own education but offers valuable cross-training experiences for our staff,” notes Ms. Despatie. “This affiliation has another practical benefit in that we would be very pleased to have some medical personnel choose to stay in Cornwall after they’ve completed their internship.”

Always looking to the future, CCH has been

extremely proactive in meeting the evolving requirements for health care, having just created three state of the art birthing suites at the hospital. In addition, the twelve-bed critical care unit has been completely renovated, and a multi-year, \$80 million redevelopment project which will add 95,000 square feet of

“Like other centres, we are working diligently to meet the increasing demands presented by our changing population demographic.”

— Jeanette Despatie,
Chief Executive Officer
of Cornwall Community Hospital

space is set to begin shortly. This addition will house five new state of the art operating rooms as well as new emergency and diagnostic imaging departments.

Public support for the project’s fundraising efforts clearly demonstrated how much Cornwall values its hospital, with the community contributing in excess of the \$12 million public target, and doing so in a faster-than-anticipated fashion. “We are very grateful to have also received another \$12 million from the City, surrounding counties and Akwesasne,” she adds.

“After years of planning, we are very excited that this major project is about to begin; it will definitely equip us to better meet the specialized health care needs of our region,” says Ms. Despatie. “This major transformation of our facility will provide an improved experience for patients and will also make our hospital a better place to work.”



To learn more about Cornwall Community Hospital, visit www.cornwallhospital.ca.



Cornwall Community Hospital
Hôpital communautaire de Cornwall

Cornwall Community Hospital
840 McConnell Avenue
Cornwall Ontario K6H 5S5
(613) 938-4240



THE LIST Largest Cornwall Companies

(Ranked by number of employees)

	Company/ Address/ Web	Employees	Year founded	Description of Products and Services
1	Supply Chain Management (SCM) 2401 SCM Way Cornwall, ON KH6 5R5 N/A	800		Distribution
2	StarTek Canada Services 1400 Vincent Massey Dr. Cornwall, ON K6J 5N4 www.startek.com	750	2001	Call centre
3	Olymel Prince Foods 2330 Industrial Park Dr. Cornwall, ON K6H 7N1 www.olymel.com	475	1985	Receiving, storing, slicing and packaging of bacon
4	Morbern Inc. 80 Boundary Rd. Cornwall, ON K6H 5V3 www.morbern.com	400	1964	Coated fabrics; specialty knitted fabrics
5	Ridgewood Industries 3305 Loyalist St. Cornwall, ON K6H 6W6 www.ameriwood.com	400		Entertainment units; microwave stands; wall units
6	Teleperformance Canada 10 Tollgate Rd. E. Cornwall, ON K6H 7K1 www.teleperformance.com	375	2005	Call centre
7	Wal-Mart 950 Brookdale Ave. Cornwall, ON K6J 4P5 N/A	300		N/A
8	Canlyte Inc. 525 Education Rd. Cornwall, ON K6H 6C7 www.canlyte.com	292	1987	Fluorescent lighting and systems
9	SigmaPoint Technologies 2901 Marleau Ave. Cornwall, ON K6H 6G5 www.sigmappoint.com	250	1999	Design, development, system integration and turnkey assembly of electronic products
10	Cornwall Gravel Company Ltd. 390 Eleventh St. W. Cornwall, ON K6H 5R9 www.cornwallgravel.ca	200	1949	Gravel, stone, asphalt, sand road construction, concrete.

Information provided by Cornwall Economic Development
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ADVERTISING FEATURE

Destination Cornwall

Relax, shop or enjoy nature...it's all here



Candy Pollard
Marketing and Events Coordinator,
Cornwall Tourism

“We are seeing more Europeans than ever before – they are drawn to the area for its natural beauty, tremendous hospitality and proximity to some of Canada’s other favourite tourist destinations, including Ottawa, Montreal and Toronto.”

One of Ontario’s greatest getaway destinations is less than an hour from Ottawa. Cornwall offers a fantastic diversity of leisure and recreational opportunities. Nestled almost in our own back yard, Cornwall offers both travellers and convention-goers an exciting and memorable area to visit.

Cornwall is easily accessible from southern and eastern Ontario, as well as the eastern Quebec area, via Highway 401, making it an ideal meeting point for conventions, family reunions and other gatherings. An abundance of hotels and charming inns provides plenty of choices for accommodations. Similarly, Cornwall offers a delicious range of dining possibilities, from homestyle meals in a friendly atmosphere, to Italian, Austrian and of course Canadian fare.

No matter the season, outdoor activities are a highlight of any visit to the Cornwall area. Hikers and cyclists love the network of beautiful pathways and trails, while snowmobilers appreciate being able to connect with the extensive winter trail system, accessible right from most of Cornwall’s hotels and motels. Whether you want to stroll along the waterfront,

play a round of golf, go birdwatching or enjoy cross-country skiing, Cornwall’s breathtaking scenery is always on display.

To complement the many outdoor possibilities, shopping is another favourite activity while in Cornwall. From antiques to jewellery to handmade crafts, clothing and more, Cornwall’s many boutiques and shops are renowned for serving up eclectic, appealing merchandise with small-town warmth and charm. In addition, Cornwall’s museums are open year-round, including guided tours of the Historic Cornwall Jail. These offerings are complemented by many special festivals and events taking place throughout the seasons, including nearby Upper Canada Village’s Alight at Night or the hugely popular Kinsmen Cornwall Lift-Off Hot Air Balloon Festival in summer. Those who enjoy cultural activities need look no further than Cornwall, with its community theatres, art galleries and concert halls, offering a wide range of amateur and professional events sure to impress and delight.

“We’re very excited that our tourism numbers have been steadily growing. We regularly welcome visitors from Germany, England and Australia, as well as folks from all across Canada and the

United States,” says Candy Pollard, Marketing and Events Coordinator for Cornwall & Seaway Valley Tourism. “We are seeing more Europeans than ever before – they are drawn to the area for its natural beauty, tremendous hospitality and proximity to some of Canada’s other favourite tourist destinations, including Ottawa, Montreal and Toronto.”

As Ms. Pollard explains, “there is always something to do in Cornwall. “Whether you want to relax, shop, or enjoy all that the natural world has to offer, Cornwall is the ideal place to visit, be it for a day, a weekend or even longer. We look forward to welcoming you to our beautiful community.”

To find out more about the many activities and services available in Cornwall, please visit www.cornwalltourism.com.



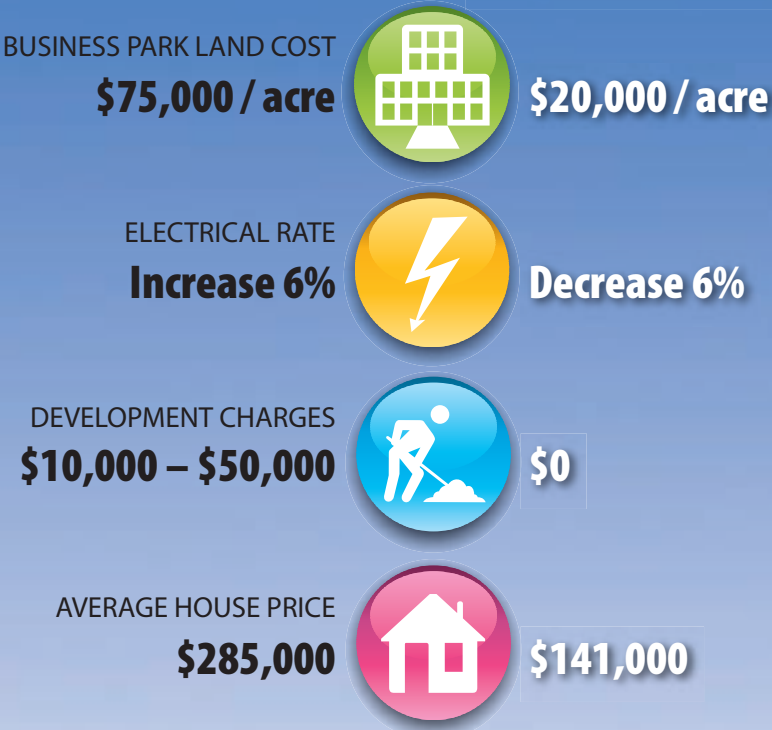
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candy@cornwalltourism.com



Smart Decisions Start with Small Numbers

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Big City vs Cornwall



Cornwall's low cost advantage begins the moment you buy land, and extends through to building, development and everyday operating costs.

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It all adds up to Cornwall.

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www.ChooseCornwall.ca

