

## The Best in Canada...Again

### The business of owning the identity of a City

By: Jennifer Layman  
jenn@ovbusiness.com

Sheldon Keefe always thought he would one day like to own a hockey club. He was 22 years old and was in his third year in the NHL. Then one day a friend, Kevin Abrams, called him about a hockey team in Pembroke. Abrams called it a "can't miss opportunity." A few months later, without ever having been to Pembroke or seen the team play, Sheldon Keefe was the 23-year-old owner of the Pembroke Lumber Kings. That was in 2003.

For a couple of years, Keefe was in the midst of the balancing act of a professional hockey career. After living in seven cities in four years, and with a knee injury that just wouldn't heal, he was facing the possibility that his games in the NHL were numbered. In 2006, with a longing to establish some roots, he left

one kind of hockey rink for another, and became the head coach and general manager, as well as the owner of the Pembroke Lumber Kings. That meant he had a new balancing act: the game and

League (CJHL). No team in the league has ever done that. Add to that twice being ranked the best junior hockey team in all of Canada...both times during his ownership. How does that happen?

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**The community really carries this team.  
The people deserve to have a  
competitive team here.**

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- Sheldon Keefe

the business of owning a hockey club.

"The coach and GM side fight with the owner side on a daily basis," he says. "If you want to have success, you have to practice more. And if you want to practice more, that takes money."

Whichever personality wins, something must be working. After 18 years of not a single championship, the Pembroke Lumber Kings have won four consecutive championships in the Central Junior Hockey

"The community really carries this team," he says. "The people deserve to have a competitive team here."

As the water pipes rattle away in his basement office at the Pembroke Memorial Centre, Keefe is beyond respectful for the fans, the corporate sponsors and the community. He understands he is not just a hockey coach, and not just a business owner. He understands he is responsible for part of the identity of a region.

It is easy to get caught up in the aura of the Pembroke Lumber Kings. Even Keefe admits he is "first and foremost a hockey guy." But this is an operation that costs in the ballpark of a quarter of a million dollars to run every season. And tickets, in case you haven't been to a game in a while, are \$12 a piece (\$10 for seniors and \$6 for kids.)

"In many ways, I think this is not a business, its hockey," says Keefe. "But my bookkeeper comes in every Monday and then you realize it's a business. We're a community team. We go as far as they take us."

The business of junior hockey is not dissimilar to other businesses. Keefe is invested in retaining young people in this region, not only for talent, but to support the fan base. If parents were Kings fans, there is automatic familiarity with the brand.

*Continued on Page 2*

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## Ottawa Valley BUSINESS

Ottawa Valley Business (OVB) is a monthly publication covering business news and events throughout Renfrew, Lanark and Pontiac counties, as well as within the surrounding areas. OVB is published by Forward Thinking.

### WHO READS US:

OVB is delivered twice a month via email to more than 2,700 businesses, government and organizations.

### HOW TO SUBSCRIBE:

To receive OVB by email each month, contact us at: [admin@ovbusiness.com](mailto:admin@ovbusiness.com). There is no charge to receive the publication.

### ADVERTISING

Various advertising options are available in OVB. Volume discounts and discounts to members of the Chamber of Commerce are available. Please inquire about advertising opportunities.

### CONTENT & SUBMISSIONS:

News, article suggestions and letters to the editor are welcomed and encouraged. Content will be edited to fit the space available. We welcome press releases and news from our local business community to be published free of charge. There is also no charge for posting business events on the events calendar.

### CONTACT US:

Ottawa Valley Business is part of the Forward Thinking Media Group. You can contact us as follows:

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# The Best in Canada...Again

## Continued From Page One

His staff is made up of volunteers. His customers are hockey fans. His suppliers are corporate sponsors. He has to manage that just like any other business owner. His product is a group of 35 guys with the same hopes and dreams that their 30 years old coach had, lived and eventually, let go.

His research and development is intense. He watches hours and hours of videotape. He scouts all the time. He meets with families and other coaches. He has no off-season. "The moment you take a day off, you feel like you could be missing a player," he says.

His business is also one that gives back to the community - not just in terms of the hockey team, but in other ventures. The Lumber Kings have supported the new campus project of Algonquin College, and just recently put support behind the Fellowes High School football team. They attend fundraisers, sponsor events and the players are groomed to be respectful in the community. Just like any other business, it all counts.

"We've done things that maybe didn't make the most

business sense for us, but they help us in the community," he says. "We want to celebrate that our players are in this community."

*If doing something well means being the best in Canada, what would it mean to Sheldon Keefe to do something exceptional?*

For a guy who is the first to admit he didn't know a thing about business before he got to Pembroke, Sheldon Keefe the entrepreneur, has been making some pretty good decisions for his brand. He doesn't have any problem selling the value of a \$12 game ticket.

"We've got a product on the ice that is entertaining to watch," he says. "We have a group of young, committed people who have dedicated their lives to their hockey future. We have volunteers and staff who help these guys and we want to build a team that people are proud to talk about. We want to represent

this community well. We really feel we are the community's team."

No one believes in the Pembroke Lumber Kings more than Sheldon Keefe. He has a passion for this game and this team that no one could even come close to sharing. The only way he knows to be in hockey, is to be all in - to live it and breathe it - and to never stop giving your best.

"Through my experiences as a player, I learned a lot," he says. "I went through different adversities as a player and as a young man. I was the OHL (Ontario Hockey League) scoring champion and a captain, and then I was looked over for the World Junior. I made the NHL at 20 years old, but was bounced around and claimed on waivers. I have had success and I have had to fight my way into the line-up. All that stuff allows you to be a successful coach and I think I've done that well."

If doing something well means being the best in Canada, what would it mean to Sheldon Keefe to do something exceptional?

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# Business News Around The Valley

## Mellema Earns Certification

Noreen Mellema, the CAO at the Township of McNab-Braeside has earned her Certified Municipal Officer certification. Mellema is one of the first CAO's in the region to earn the certification.

## MP Gallant

### Earns Appointment

Renfrew-Nipissing-Pembroke MP Cheryl Gallant had earned a new appointment this is pertinent to the riding. She has been appointed a permanent member of the Standing Committee on Natural Resources, the committee that deals with forestry issues, and through which AECL reports to Parliament. This is in addition to her current

appointments to the Standing Committee on National Defence and being vice-chair of the NATO Committee.

## Free Classes in Arnprior

The Renfrew County District School Board is offering free night classes through their adult high school in Arnprior. Classes include Computer and Job Readiness Skills and Upgrade Your math and English Skills to Prepare for Work or Education. Classes take place at the Arnprior Adult High School. To register, contact Melissa Friske at 613-623-4189.

## Armstrong Joins Team

Barclay Dick & Son Farm Supply is announcing that Chris Armstrong has joined

their sales team. Born and raised in the Ottawa Valley, Chris is a 2008 graduate of the University of Guelph, with a focus on Agronomy. He has previous work experience in agri-retail & grain marketing.

## Pemco Inc. Expands

A Pembroke company has expanded operations into Hamilton. Pemco Inc., an integrated metals operation is located in Pembroke and Ottawa and is now expanding into southern Ontario. The company distributes steel and other metal products in Ontario and Quebec. The move will not impact the operations in Pembroke.

## CFIB Voice Opposition To EI Increases

The Canadian Federation of Independent Business (CFIB) has voiced significant opposition to an increase in EI premiums. The Canadian Employment Insurance Financing Board (CEIFB) is recommending a 15-cent increase for employees and a 21-cent increase for employers per \$100 in payroll. As premiums are expected to continue rising until 2014, CFIB calculate these payroll tax increases could result in as many as 170,000 lost jobs.

## "Bruce Lee of Marketing" Keynote in Renfrew

Bridges to Better Business Event in Renfrew  
Enterprise Renfrew County is hosting a Bridges to Better Business event at the Ma-te-Way Activity Centre in Renfrew on Tuesday, October 27th. Keynote speaker is Ryan Caligiuri who has been called the "Bruce Lee of Marketing". The cost to attend is \$40 per person (+HST) or \$30 per person (+HST) if registered and paid in full before October 7th. Registration includes lunch and break, participant kit and a complimentary copy of the "Business Book of Leads", a networking resource of all the participants attending the event. For more information, visit Enterprise Renfrew County's website at [www.enterpriserenfrewcounty.com](http://www.enterpriserenfrewcounty.com) or contact: Colleen Sadler at 613-432-6848.

## Royal LePage Moves

Royal LePage O'Neil Realty has moved. They are not located at 39 Renfrew Avenue in Renfrew. Their phone and additional contact information remains the same.

## Idea Management

The Delfi Group hosts Bernie Sander, international Idea Management guru, in a one-day workshop on November 3 at Rocky Mountain House. The workshop will give you an overview of how to maximize employee engagement and turn ideas into results. Sander works extensively in Europe with companies such as Deutsche Post, Lufthansa and BMW. He also produced terrific results locally with Times Fiber Renfrew, with immediate ROI of \$30,000 and longer term savings potentials of over \$600,000. Registration form at: [www.thedelfigroup.com](http://www.thedelfigroup.com). For info, contact Jim Slaving at 613-432-0847 or email him: [jim.slavin@thedelfigroup.com](mailto:jim.slavin@thedelfigroup.com)

## Re-Elect George HODGKINSON

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[www.georgehodgkinson.ca](http://www.georgehodgkinson.ca)

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# UOVCC Launches Video Promotion

The Upper Ottawa Valley Chamber of Commerce (UOVCC) has launched a video promotion program specific to promoting members of the Chamber. The 3-5 minute videos run on the Chamber of Commerce website for a week, while promotion continues on myFM for that week. The video is then released to the member business to use on their own to promote their business. A copy of the video

also remains on the Chamber's dedicated YouTube channel.

Members of the Chamber can purchase this opportunity for \$399 plus tax - a significant discount on regular video production. Businesses who are not members of the Chamber may wish to join in order to benefit from the video opportunity, and the benefits of being a Chamber member.

For more information on being part of this program, contact Lorraine MacKenzie at

613-732-1942 or email her at: [uovcc@nrtco.net](mailto:uovcc@nrtco.net).

Anyone is invited to visit the Chamber website to view the videos and see the product that is being produced locally. The website address is: [www.upperottawavalleychamber.com](http://www.upperottawavalleychamber.com).

The program is running from October to the end of December with a likely renewal in the Spring of 2011 due to the interest from the business community.



## a matter of fact

### Empty Nest Syndrome?

- 21%**  
...think it's fine for grown adult children to return home
- 71%**  
...think grown adult children should only return home if circumstances require it.
- 8%**  
...think grown adult children should return home to live with their parents under any circumstance.
- 24%**  
...of Canadians aged 35-44 think it's acceptable for grown children to return home.
- 20%**  
...of Canadians aged 18-34 think it's acceptable for grown children to return home.
- 19%**  
...of Canadians aged 55+ think it's acceptable for grown children to return home.
- 74%**  
...of Canadians aged 18-34 think grown adult children should only return home if circumstances require it.
- 70%**  
...of Canadians aged 55+ think grown adult children should only return home if circumstances require it.
- 68%**  
...of Canadians aged 35-54 think grown adult children should only return home if circumstances require it.

Source: Ipsos Reid

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613-732-2811 ext.7408

## Events Calendar



### October 7

Bookkeeping for Small Business seminar. 10:00am. Marguerite Centre, Coulonge Room. Presented by Kim Boudens of Boudens Bookkeeping. To register contact Lynne LeMoine by phone at: 613-735-3951 ext 224 or llemoine@bellnet.ca.

### October 7

All Candidates Meeting in Deep River. Childs Auditorium at Mackenzie High School. Meeting begins at 7:00pm.

### October 13

All Candidates Meeting for the Town of Renfrew. Held at the Renfrew Recreation Centre. Starting at 7:30pm.

### October 19

AECL Breakfast Connections. Quality Inn & Suites Petawawa. 7:15 am. \$8 for Chamber members. \$10 general admission. RSVP by October 18th to Chamber office. Phone: 613-732-1492 or uovcc@nrtco.net.

### October 22

Upper Ottawa Valley Chamber of Commerce Tradeshow celebrating Small Business Week. Best Western Pembroke Inn & Conference Centre. 10am-3pm. Free to attend. For information, contact the Chamber at 613-732-1492 or uovcc@nrtco.net.

### October 25

Municipal election day. Please see your municipality for more information.

### October 28

Inaugural induction ceremony for the Municipality of North Grenville's Sports Wall of Fame. Among this year's 18 inductees will be Olympic athletes, a record holding team and several sports community builders. Ceremony begins at 7pm at the Municipal Centre.

Please contact Krista George for more information.  
kgeorge@northgrenville.on.ca  
Phone: 613-258-9569 ext.155.

### November 3

Delfi Group to host Idea Management seminar on how to maximize employee engagement and turn ideas into results. Contact Jim Slavin for more info. Phone: 613-432-0874 or visit [www.delfigroup.com](http://www.delfigroup.com).

### November 15th

Business After Hours at The Toy Nook in Petawawa. 5:30pm-7:00pm. 1024A Victoria Street in Petawawa.

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[admin@ovbusiness.com](mailto:admin@ovbusiness.com)

## Business News Around The Valley

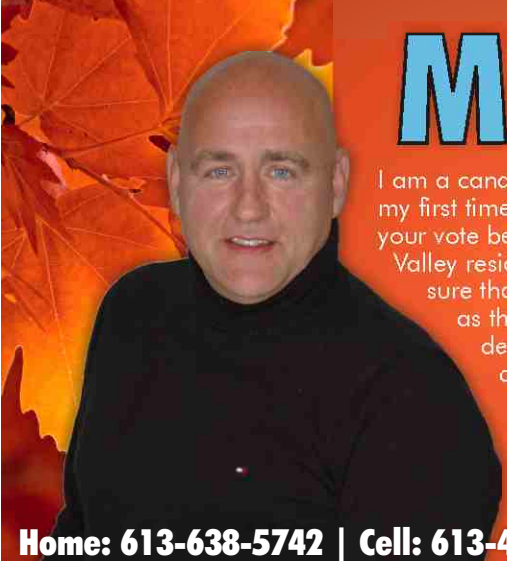
### CRL Building Opens

The Brockhouse Building at Chalk River Laboratories (CRL) is officially open. The building includes security, emergency response and fire protection services in addition to other key departments. AECL President and CAO, Hugh MacDiarmid, noted that the \$44 million project was made possible with the dedication of local construction firms including RGT Clouthier and M. Sullivan and Sons. The building was named for Dr.

Bertram Brockhouse who worked at CRL for 12 years and who won the 1994 Nobel Prize in Physics.

### TD To Launch Extended Hours

TD Canada Trust in Renfrew will have extended banking hours as of November 1st. The branch at 270 Raglan Street will be open Monday-Wednesday (9am-6pm), Thursday-Friday (9am-8pm) and Saturday (9am-4pm). For more information, you can contact them at 613-432-3682.



## Randy McCrae

### LAURENTIAN VALLEY COUNCIL

I am a candidate for councillor in Laurentian Valley. This is my first time running for council, and I believe I am worth your vote because I have a lot in common with Laurentian Valley residents. My goal with being on council is to make sure that we continue to make you aware of the issues as they are happening, not after they have been decided. A municipality's role is to move us forward as a community, and I am very much someone who likes to build consensus around the council table so we can accomplish that goal.

My name is Randy McCrae, and I would appreciate your vote on October 25th.

**Home: 613-638-5742 | Cell: 613-401-8711 | [randy.mccrae@gmail.com](mailto:randy.mccrae@gmail.com)**

## Become An Exhibitor at Expo 150!

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The 150th Anniversary of the County of Renfrew

## Be A Part of It All!



# Stressed Out And In Charge

## Would you know if your manager was ready to quit?

A recent Ipsos Reid "Build A Better Workplace" poll indicates that 31% of people in management positions in Canada, are planning to seek employment elsewhere in the next six months. This is higher than the number for all employees, which was 27%. So why are so many managers so discontent?

In the Fall of 2008 when the recession landed, many organizations implemented emergency measures which often included drastically cutting staff or freezing/rolling back wages. It was the task of managers to implement these changes, and it was, for many, an emotional time. They consoled themselves with the fact that it was short-term pain.

However, things haven't really played out that way. The recovery continues to be slow and uncertain, and many organizations are not yet restoring staffing or wage levels. Employees are restless and again it is the manager who is faced with trying to maintain a high morale, with seemingly no light at the end of the tunnel.

In the Poll, managers said they find their organization is not receptive to hearing how difficult this task has been. Nor do they have suggestions

on how to make the task easier. This leaves the managers to feel as though they suffer in silence.

Organizations, on the other hand, may be reluctant to even discuss the issue, as many feel they are still not in a position to redress employee dissatisfaction because of the current uncertainties of the economy.

The Poll also asked whether employees would stay with their current employer if they were offered a comparable role with higher pay elsewhere. Only 22% said they would stay put. 31% said they would jump ship, and 46% said it would depend on the size of the increase. It's hard to build engagement with those results.

One fifth of employees also said their optimism about their own future in their organization is decreasing, as is their motivation to help their employer succeed.

Manager feel they simply do not have the means to address the employee concerns, and that voicing their concerns to senior management will either fall on deaf ears, or worse, invoke the wrath of those at the top of the pyramid.

So, with their hands tied on the money issue, what can organizations do? Simply

stated, employees want to be thanked.

While organizations may feel reluctant to acknowledge their staff, fearing that such an acknowledgment may trigger demands for greater compensation, the alternative is incurring the costs of replacing large numbers of staff.



## Local Candidates Online

Fred Adams: Deep River  
www.fredadamsformayor.com

Eric Burton: Arnprior  
Www.ericburton.org

James Carmody: Petawawa  
www.jamescarmody.ca

George Hodgkinson: Laurentian Valley  
www.georgehodgkinson.com

Randy McCrae: Laurentian Valley  
Www.facebook.com

Doug Munro: Arnprior  
www.dougmunro.wordpress.com

Jennifer Murphy: Bonnechere Valley  
www.jennifermurphy.ca

Marc Poirier: Public School Trustee  
www.facebook.com/votemarcpoirier

David Reid: Arnprior  
www.davidreidformayor.ca

Dave Thompson: Deep River  
www.daveformayor.ca

Kate Windle: Renfrew  
web.me.com/katewindle

Melinda Reith: Deep River  
www3.sympatico.ca/melinda.reith/Index%20page

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# Tourism Changes For 2011

## 18 regional tourism organizations join to become RTO-11

By: Jennifer Layman  
Jenn@ovbusiness.com

In 2009, the Ontario government embarked on a study that would help tourism in Ontario. The result was a report entitled, "Discovering Ontario: a report on the future of tourism." What the report suggested was that the province be divided into regions so that tourists could choose the experience they wanted given what the region had to offer.

After the report was released, feedback sessions took place and some minor changes were made. One of those changes involved the Ottawa Valley Tourism Association (OVTA) who asked to be changed into another region that they felt better represented their tourism market. They are now joined with Lanark, Haliburton and Hastings

Counties and the Townships of North and Central Frontenac as Regional Tourism Organization 11 (RTO-11). That region will be spending \$1.75 million over the next two years, thanks to Ontario government funding.

So how does that compare with other regions? That is somewhat unclear. The Ministry of Tourism Media Relations department did not have that information, but did indicate that all MPPs had been given that information. A search of several MPP website turned up no information about the funding, but additional research by Ottawa Valley Business appears to show that RTO-11 is the only region of the 13 to fall below the \$2 million mark. However, this finding has not yet been confirmed, and the Ministry is confident they can provide the full accounting by the next issue, October 19th.

We do know that funding for each region was calculated from three factors:

- 1) A base amount which is the same for every region except Northern Ontario (RTO-13) which is considered 3 regions.
- 2) A performance-based amount determined based on each region's roofed accommodations sector (camping was not included).
- 3) The amount of destination marketing fees collected in each area's best year within the past three years. (There are no destination marketing fees in the OVTA area.)

### How The Money Is Being Spent

Regardless of where the RTO-11 falls on the scale of funding, RTO-11 Transition Board President, Todd Mattila-Hartman (owner of Storyland in Renfrew) believes the money is a significant investment for the region.

"The \$1.75 million dollars in

provincial funding is going to provide a tremendous opportunity to tackle larger initiatives we otherwise wouldn't be able to afford."

One of those initiatives is a the Premier Ranked Destination Framework exercise which aims to identify the tourism assets in the region and evaluate which assets are underdeveloped, underperforming or are core attractors.

The RTO-11 Transition Group will be working to develop an incorporated organization and hopes to have a new Board in place by March 31, 2011. Tourism stakeholders are encouraged to get involved, and you can do so by contacting Nicole Whiting at the County of Renfrew. Her email address is: [nwhiting@countyofrenfrew.on.ca](mailto:nwhiting@countyofrenfrew.on.ca).

For more on RTOs across the province, visit [www.tourism.gov.on.ca](http://www.tourism.gov.on.ca).



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*Chamber of Commerce*

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Contact Lorraine MacKenzie at:  
Phone: 613-732-1942  
[manager@upperottawavalleychamber.com](mailto:manager@upperottawavalleychamber.com)

# The Cost of a Label

## It's not just about comparing apples and oranges



This past weekend I played in a golf tournament that doubled as a marketing seminar. This was the annual closing tournament, an event where members get together for one last member event before the end of the season.

When I arrived, I met two people I had not seen since the club opening, some six or seven months earlier. After spending 10 minutes catching up on their lives (they had gotten married, traveled a little and so on) I thought they likely hadn't played much golf. Interestingly, they had played 50 games! Neither had attended ladies nights or men's nights (evenings dedicated to

women or men golfers) because of work schedules. Still, they were avid golfers.

With 115 golfers in the clubhouse for dinner, most of us were looking around wondering who some of these people even were. Thus, the inspiration for this column.

If you golf, you are often labeled a "golfer." This brings with it various connotations and expectations. For example, you must watch The Golf Channel all the time, you probably have brand new clubs and you likely have a handicap, etc. Yet within the group of people who play golf, there are varying ages, varying skill levels and varying reasons for playing the game. So how do you market to golfers? The same way you market to teachers, plumbers and retailers: you don't. You don't market to the label, you market to the person.

Just because someone plays golf, teaches school or fixes bathrooms for a living doesn't mean they do everything the same. Some people make that mistake often.

One example is in the case of advertising to Baby Boomers or Generation Yers. Just because someone falls into an age group doesn't mean you market to them. Some Boomers are travelers, others are not. Some Gen Yers are career climbers and some are quality of lifers. And like all of us, we feel unheard when a company thinks that because we are a certain age, we get lumped together. Do you know where the worst of this happens? Seniors.

Do you know how many "seniors" feel unmarketed-to? Plenty. Likely the majority. They are doing everything they can to shed that label in order that businesses and

organizations might shed their single-minded thinking. Have you heard of Zoomers? Super Seniors? Retirees? They are trying to tell you that they haven't lost their individuality just because they had one more birthday. Yet, how many people use the word "senior" as if they are all the same?

Marketing is about connecting emotionally with a customer. And, if there was such a word as "unmarketing" it would mean not connecting emotionally with a customer. A lot of businesses unmarket themselves far too well.

If you are knocking on doors for the cancer society, you don't care who's door you knock on - you just want their donation. But if you want someone to commit to a \$25,000 giving program, the same kind of marketing isn't going to work.

Who are you marketing to?

In business, you make your own luck.



And it starts with good marketing.

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MARKETING GROUP

2113 Petawawa Boulevard | Pembroke, Ontario | fwdthink.net | jenn@fwdthink.net | 613-732-7774

Ottawa Valley  
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**October 19 Issue**

Deadline: October 13

**November 9 Issue**

Deadline: October 26

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**Happy Thanksgiving!**