



Castle Rock Research Corp. Annual General Meeting: Dr. Peter Hackett

>August 28, 2009

>Location: Fairmont Hotel MacDonald

Slide One: The Ingenuity Way

You know every time I get up to speak at a nice dinner like this my wife Nuala digs me in the ribs and says Peter there's no need to give one of you long boring speeches.

One of your short ones will do.

I never quite know what she means by that. Why does she like short boring speeches?

So let's keep this light: Gautam Rao is a dreamer.
I'm a dreamer too. And every time you see this slide I want you to dream too.

I have always been a dreamer and I have carried with me everything that that implies. I was never taken too seriously at school - because I was a dreamer. I was always far too busy dreaming to do any studying. Back in those days, you were seated by how well you did on the exam. The smart kids sat furthest from the teacher. Willie Eades and I sat right in front of the teacher's desk. I was in school during the Cuban Missile crisis - we were all tense. I had my head down on the desk - day dreaming - when the teacher whacked the desk beside my left ear with his yard stick.

I dreamt the missiles had gone off!
And I have been hard of hearing ever since - just ask Nuala!
So now they say "That Peter Hackett he is such a dreamer and he never listens." But then five years ago we saw the light and Nuala and I came to Alberta. And soon after that I met Gautam over at the university.

I told Gautam that I was a dreamer - "I want to build Max-Planck Institutes in Alberta - Ingenuity Accelerators". And Gautam told me that he was a dreamer too. He wants to build The Gautam Rao Campus of the University of Alberta. I don't know if you knew about that one Salmana.

And Gautam said to me "You can be in my dream if I can be in yours".

And then and there - in his 530 HP AMG Tuned Mercedes E63 - we became friends. I think it was the car.

So what I want to do tonight is to leave you with some images, images that I hope stay with you, images that you can think about, maybe dream about and I will leave those images to tell you a little about my friend Gautam. And how dreams change the world. Now every time you see this slide you should dream.

There are four images:

the big wave,
the Gothic arch,
the kid on the skateboard, and
the boy in the blue sweater.

First, the big wave, Peahi or "Jaws", a triangular reef off the North Shore of Maui. Peahi breaks sixty feet high and when it does people surf on it! So this is all about risk taking and innovation because without technological innovation you would die if you had taken the risk to surf at Peahi. Without technology nobody survives. And without the risk taking there would have been no innovation.

But Peahi says something else too. The waves at Peahi are born near Alaska and they take days to travel to Hawaii. Along the way, they are tracked by buoys uplinked to satellites and the web. The surfers know when the waves will arrive and they come to Peahi just when sixty foot waves are breaking.

That is my point. We know the waves are coming. We know that the ICT wave is here. We know that the Nanotechnology wave is coming. We know that the Synthetic Biology wave will follow. And the people at Alberta Ingenuity, where I work, come to work every day for just one thing, to prepare Alberta's society for those technology waves so that Alberta's risk takers, her innovators and her companies can take the ride of their lives - powered on by that boundless ocean of human ingenuity.

SLIDE 2: THE BIG WAVE

And the people at Castle Rock, people like Gautam and Mun, Kirby, Betty, Mark, David, Colin, and Markus Chan, and Richard Klinger are the ones who take that ride. Now I don't know if you ever thought of Markus and Richard as surfers but they are. In fact that's Richard right there in the photo.

SLIDE 3: THE INGENUITY WAY

The next image, imagine the Gothic arch, beautifully high and gently curving, bridging space, connecting two sides and supporting the enormous weight of the cathedral roof. In the middle-ages, engineers found that they had to build the arch high or the building would collapse. When it's done right there is no need for anything in the middle. Those arches stand today. Our approach to building innovation systems is like that arch.

We work with creative researchers and we work with creative companies to build them high and increase their capacity; believing in a future where they will reach across and connect with one another to support our society. We do not do much work in between. However, we do seek out people who are great at the two things; people who have the ability and the inclination to bridge the arch, researchers who work with companies, and company CEO's who seek out the best research in the world.

Now I have never owned a company but I have had a lot to do with helping companies grow and bring technology to market. When I was in the lab, we had the Canada Awards of Excellence Gold Medal in Technology Transfer for putting laser marking technology into Lumonics, an Ottawa company, a technology that today, all round the world, marks the best-before-date on your bottle of coke and writes the prescription on your contact lens. And we helped Julia Levy grow Quadralogic Technologies into Canada's largest biotechnology company bringing a treatment for Age Related Macular Degeneration to the world.

Later when I was Vice-president Research at NRC we started over fifty spin-off companies.

Companies like SiGe Technologies and Zelos Therapeutics. Zelos was founded to bring Ostabalin-C, a molecule that can rebuild bone, to market. I was the founding company secretary. Last July, Zelos announced that it had reached agreement with the FDA for a phase three clinical trial. The World Health Organization classifies osteoporosis as second only to cardiovascular disease in the severity of its effects. In the U.S. alone, more than 44 million men and women have osteoporosis. Thirty percent of women and 10 percent of men in North America will develop osteoporosis during their lifetime.

Imagine the potential of a drug that can rebuild bone.

And I have watched Mike Lazaridis build RIM from the days when the Blackberry had a 286 chip in it, back in the days when it was first marketed to stock brokers in New York.

And I have been helping Mike build his dream, the Institute for Quantum Computing at the University of Waterloo.

SLIDES 4 - 10: 2003, 2004, 2005, 2006, 2007, 2008, 2009

(2003) And while I have been in Alberta, we have helped over one-hundred and fifty Alberta (2004) technology companies to grow –building a neural network of innovation, (2005) connecting up both sides of that Gothic arch, (2006) helping companies grow; (2007) helping Alberta companies bring technology to market. (2008). Little by little, every year, (2009) wiring up a neural network, making it stronger, helping it work together so that our communities benefit.

So I know technology companies. I know that Castle Rock has the right stuff. I know that the company will grow. I know that Gautam will be every bit as great as Julia, as Doug, every bit as great as Mike and as all the CEO's who have built the companies that it has been my privilege to work with.

SLIDE 11: THE INGENUITY WAY

Because Gautam is just like the kid on the skateboard. You know that kid, the one on the skateboard- skating backwards - hands on hips – whistling - eyes closed! Can you imagine doing that? I can't. But kids do it all the time; you cannot stop them. And when polyurethane wheels replaced clay wheels on skate boards, kids took it to another level and eventually they reached the X-games almost out of nowhere.

This tells me that risk taking and innovation are in each one of us. Those two things drive our society forward. You just cannot stop it.

SLIDE 12: THE KID ON THE SKATEBOARD

Every Alberta start-up shares this characteristic.

And every time I see that twinkle in Gautam's eye, the one where he still looks like that schoolboy who has just thought up a wicked idea, like this guy here. When I see that, I know that Castle Rock is real good hands.

SLIDE 13: THE INGENUITY WAY

The image I want to leave you with is the boy in blue sweater. Jacqueline Novogratz was running in the hills of Rwanda when she came upon a child wearing a blue sweater like the favorite one she had had as a child. The sweater had her name in it. Her mother had given it to Goodwill ten years before. This is a very small and inter-connected world.

As a result, Jaqueline developed a patient capital fund to support scalable private-sector innovation in the third world to make a difference - to give people a stake in their own development. It's the kid on the skate board and the Gothic arch all over again. If they drive Alberta forward they will drive Africa forward.

Education is the key and Castle Rock can be part of making that dream a reality.

But if you will allow me I want to personalize this for you. We have just had a visit with my daughter Alison. Alison has lived for the two years in Togo, West Africa. Alison is married to a Ghanaian woodcarver, Kudjo. And Alison brought with her, my fourth grandchild and my newest grandson, Kwasi Emmanuel Hackett Kwatche, now six months old. I have an African grandchild. Nuala and I have an African family. We in Edmonton are closely linked to the rest of the world – none of us stand alone.

SLIDE 14: KWASI EMMANUEL HACKETT KWATCHE

You can see Kwasi looks like me. Except that I have clothes where he doesn't and he has hair where I don't.

Now, Kwasi, Alison and Kudjo, all have Malaria, it's hard to escape it in Togo. There is no vaccine for Malaria. Every two minutes a child, under the age of five dies from the disease.

Bill Gate's dream is to change that. He dreams that in twenty-five years the problem of Malaria will be solved. And he is investing through the Bill and Melinda Gates Foundation to make that dream a reality. He is investing \$30 billion of his money and \$30 billion of Warren Buffet's money in this.

SLIDE 15: THE INGENUITY WAY

When you see this slide dream.

Alberta is a rich society. I have no doubt that Alberta will stay rich. Companies like Castle Rock will make it so. My dream is that Alberta will live as a rich society. Being rich comes with responsibilities. We have not yet connected Alberta's drive to innovate its next generation economy to the agenda of helping others innovate their way to a sustainable prosperity but we must - giving a hand up not a hand out.

Entrepreneurs like Gautam, digital technologies that can give access to all; innovative companies like Castle Rock are part of this. You will make change. By your dreams you can change the world.

Because history is not driven by intention. It is driven by desire. It is driven by dreams. It may be that some of you may be thinking that much of what I have said does not apply to Castle Rock. So we sent the Ingenuity photographer out with Gautam on the streets of Edmonton. And they got this picture:

SLIDE 16: THE MAN ON THE SKATEBOARD

Congratulations Castle Rock on your 19 years in the technology business in Alberta. Rock on! And congratulations Gautam and Salmana on where your dreams have taken you. Dream on my friend, dream on!