

# INSIDE BUSINESS

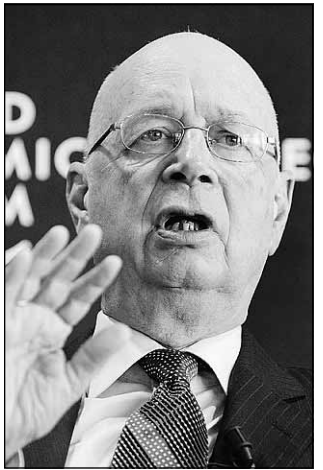
“We have in the world a situation where the political system and the institutions are just overwhelmed by the complexity which they have to face — **KLAUS SCHWAB, CHAIR OF THE WORLD ECONOMIC FORUM**

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## NEWS MAKERS



Klaus Schwab

### World faces 'global burnout'

The world is suffering from "global burnout syndrome" and is too weak to tackle the web of interrelated threats facing businesses and governments, the head of the World Economic Forum said on Wednesday.

**Klaus Schwab**, who chairs the WEF that organizes the annual meeting of executives and politicians at Davos, said the world has not fully digested the crisis that emerged from the financial crunch, and is not yet in post-crisis phase.

"We have to be careful that this crisis does not become a social crisis — which it has in some countries," the German business studies professor told a media conference in advance of the gathering at the Swiss resort from Jan. 26 to Jan. 30.

"We have in the world a situation where the political system and the institutions are just overwhelmed by the complexity which they have to face," he said.

The Davos meeting is the world's top networking event, allowing bankers and CEOs to rub shoulders and cut deals with presidents and prime ministers.



Lloyd C. Blankfein

### Goldman Sachs's earnings drop 52%

**Goldman Sachs Group Inc.**'s earnings dropped 52 per cent, matching analysts' estimates, as revenue from trading and investment banking declined. The results capped the fourth-best year for profits in the firm's history.

Fourth-quarter net income fell to \$2.39 billion, or \$3.79 a share, in the three months ended Dec. 31, from \$4.95 billion, or \$8.20, a year earlier, the New York-based company said Wednesday in a statement. Estimates of 22 analysts surveyed by Bloomberg averaged \$3.79 per share, and ranged from \$3 to \$4.31.

Chief executive **Lloyd Blankfein** worked to maintain Goldman Sachs's profitability and reputation last year as trading revenue dropped from a record in 2009 and the bank settled a civil fraud lawsuit filed by a U.S. regulator.

Last week Goldman Sachs released a set of new business practices and changed its financial reports to separate client-trading revenue from gains and losses generated by bets with its own money.

## DEAL OF THE DAY

### Norbourn investors to get almost all their money

POSTMEDIA NEWS MONTREAL

In what their lawyers are calling "a great victory," investors in collapsed mutual-fund company **Norbourn** learned Wednesday they will be getting back almost all their money.

A \$55-million agreement in principle has been concluded just days before a class-action lawsuit was to go to trial in Montreal.

If approved in Quebec Superior Court, as expected, it will bring to almost 100 per cent the amount of capital returned to investors.

"This is exceptional," said victims' lawyer Serge Letourneau.

The \$55 million will be paid by Quebec securities regulator the Autorite des marches financiers (AMF),

Northern Trust Co. Canada, Concentra Trust, accountant Remi Deschambault and accounting firms KPMG and Beaulieu Deschambault, with no admission of responsibility.

About 925 of the 9,200 Norbourn investors received a total of \$31 million in indemnities from the AMF's compensation fund in 2007.

Another \$26 million was realized from the sale of assets and tax refunds, leaving about \$5 million to make up.

That gap is now filled by the settlement, though legal fees will be deducted from that sum.

In a joint news release, the parties said they reached the settlement in the interest of the victims.

They added that they wanted to avoid a lengthy and costly trial.

## ETC.

### Playboy to start Internet subscriptions

BLOOMBERG

**Playboy Enterprises Inc.**, publisher of the namesake magazine, plans to start web-based subscriptions that let readers browse current and past issues on tablet computers, tapping demand for devices such as **Apple Inc.**'s iPad.

The service, to be introduced in March, includes nude content and is compatible with devices such as the iPad, Theresa Hennessey, a spokeswoman for Chicago-based Playboy, said Wednesday in an e-mail.

In the coming months, Playboy also plans to release an application specifically for the iPad that will be "non-nude," adhering to Apple's guidelines, she said.

Playboy, which last week

agreed to be taken private for about \$207 million by founder Hugh Hefner, is looking for new ways to boost revenue as it battles slumping circulation and losses. Apple said yesterday it sold 7.33 million iPads last quarter, eclipsing analysts' estimates.

The publisher, which also produces television content and licenses its logo, has seen magazine circulation and revenue drop in recent years. Last year, the company reduced Playboy magazine's rate base, the total of newsstand and subscription sales guaranteed to advertisers, to 1.5 million from 2.6 million.

Playboy Class B shares fell 1 cent, or 0.2 per cent, to \$6.10 at 12:54 a.m. in New York Stock Exchange trading. The stock increased 63 per cent last year.

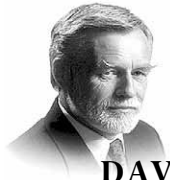
## LUXURY LIVING

One Hyde Park's exclusive apartments were unveiled on Wednesday in London, England. The address is set to become the world's most expensive with prices starting at \$10.3M for a one-bedroom apartment.



Dan Kitwood, Getty Images

## U of C's Hotel Alma a 'hidden gem'



**DAVID PARKER**  
AROUND TOWN

It's only just over a year since International House opened its doors on three floors it calls Global Village to welcome its first guests from the student body of the University of Calgary. But there are another three floors of rooms as well as meeting spaces available for use by the general public in Hotel Alma, the first full service hotel property in Canada owned and operated by a university on its campus.

It's a hidden gem that is now being promoted as a retreat within the city by **Ted Gaisford**, associate director of hotel and conference facilities at the university, and **Rita Sages** of Sages Inc., who has done such a remarkably creative job in marketing the property it has won her company a prestigious Communications Arts award in the Integrated Branding Category.

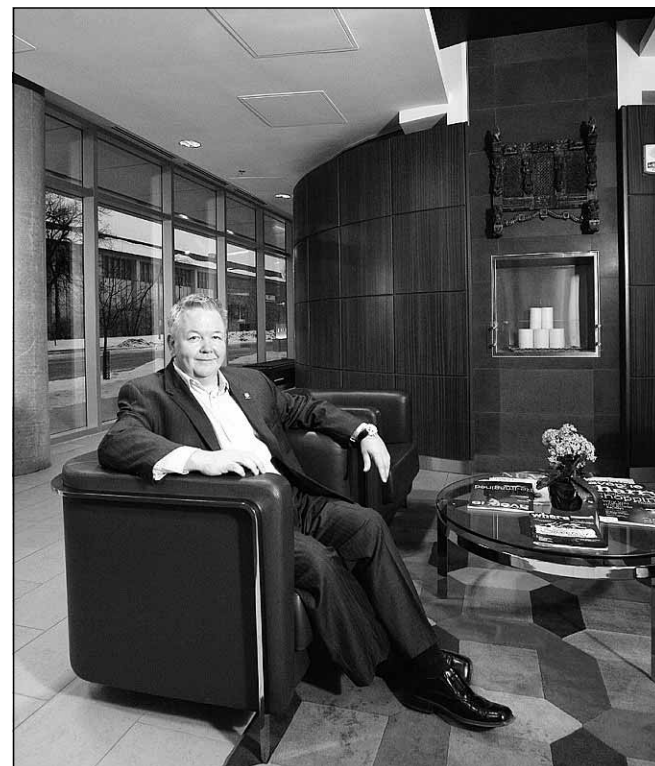
Gaisford has a lot of experience in the hospitality industry, but knew he had to seek the best advice in his marketing plans for a hotel property not visible from any road and buried in the middle of a busy campus.

He has worked at the Toronto Four Seasons, the Sheraton in Vancouver, and moved to Calgary as revenue manager of the Sheraton Suites soon after it opened in Eau Claire.

He joined the university in 2007 when the decision was made to amalgamate the events and accommodation departments; he is responsible for the Red and White Club as well as International House.

The building was designed by Calgary-based Riddell Kurczaba Architecture in association with Baird Sampson Neuert of Toronto, referential of the university's 1960s beginnings, but with a European-fresh approach for today's market.

Located at the heart of the campus, its bright foyer houses the registration desk plus a convenience store selling merchandise and gifts and the attractive Bistro Alma. Throughout the interiors you will find patterns using the university's orange and red colours and



Stuart Gradon, Calgary Herald

**Ted Gaisford** faced a unique marketing challenge in Hotel Alma at the University of Calgary's International House.

the bistro/bar shows them off in wall patterns, menus and seating at tables for 42 and bar that accommodates eight.

Rooms are well appointed with queen-sized beds, flat screen TVs, Kona coffee makers and office type desks that accept the latest technology.

Hotel Alma was designed with meeting rooms on each floor and the Senate Room with its own servery/bar can host 60 for dinner or 125 people theatre style — a welcome corporate meeting facility.

Hotel guests also have the use of many campus facilities at no additional cost during their stay, including the swimming pool, squash courts, skating oval and fitness centre.

Sages says after winning the contract to develop Alma's brand she was thrilled to be able to engage with Gaisford and his team early in the process.

The result is outstanding and deserving of its two-page spread in Communications Arts.

Gaisford has a winner in his hands that is already getting rave reviews.

**Tammy Yamkowsky** has left the Calgary Stampede where she was stakeholder communications manager to lead the communications and marketing functions at Bridgewater Bank.

Bridgewater is Canada's only schedule one bank with its main office in Calgary and has a portfolio of close to \$3.5 billion and more than 48,000 clients

across Canada. A wholly owned subsidiary of the Alberta Motor Association, Bridgewater is the exclusive credit card supplier to eight of the nine Canadian Automobile Association clubs across the country.

**John Finbow**, former chairman of BW Technologies and founding member of City Technology and its CEO when it was one of the world's largest suppliers of electrochemical and catalytic sensors to the gas detection industry, has joined the board of directors of Blackline GPS.

Finbow says he's excited to be working alongside longtime colleagues from BW days: CEO **Cody Slater**; **Barry Moore**, head of research and development; and chief operations officer **Kevin Meyers**.

Their collective experience will give the company a great opportunity for innovative product development and new market penetration.

Headquartered in Calgary, Blackline designs, develops and manufactures industrial, consumer and commercial safety products.

DAVID PARKER APPEARS TUESDAY, THURSDAY AND FRIDAY. READ HIS COLUMNS ONLINE AT CALGARYHERALD.COM/BUSINESS. HE CAN BE REACHED AT 403-830-4622 OR E-MAIL INFO@DAVIDPARKER.CA

## THE CALGARY 55

Calgary-based companies trading on the TSX

### Oil and Gas

Company	Close	NtChg
Advantage	7.10	-0.13
ARC Res.	24.68	-0.45
Athabasca Oil.	16.11	+0.32
Baytex Eny	47.90	-0.42
Birchcliff Eny	11.26	+0.71
Bonavista Eny	27.88	-0.77
Cdn Oil Snds	26.74	+0.15
Cdn Nat. Res.	42.31	-0.09
Celtic Expl.	21.47	+0.48
Crescent Pt.	43.24	+0.02
Crew Eny Inc.	20.53	+0.13
Cenovus Eny.	31.80	-0.11
Daylight Eny	9.90	-0.07
EnCana Corp.	31.35	-0.53
Enerplus	32.08	-0.59
Gran Tierra	8.35	+0.05
Husky Energy	26.27	-0.06
Imperial Oil	42.25	-0.28
NAL Eny Corp.	13.11	-0.07
Nexen	24.31	+0.09
Niko Res	99.38	-0.31
Nu Vista Eny	9.01	+0.07
Opti Canada	0.67	-0.03
Pace	8.71	-0.04
Pengrowth	13.23	-0.17
Penn West	25.36	-0.24
Petrobank	23.67	+0.04
Perpetual Eny	4.03	+0.01
Peyto	18.63	+0.14
Progress Eny	13.15	-0.02
Suncor	37.87	-0.92
Talisman	22.10	-0.90
Vermilion	45.41	-0.79

### Industrials

Company	Close	NtChg
Agrium	90.62	-3.50
AltaGas	22.45	-0.11
ATCO Ltd.	61.31	-0.78
Big Rock	15.91	+0.15
Boardwalk	43.27	-0.10
CP Rail	66.55	-0.37
Enbridge	55.45	-0.41
Ensign	15.23	+0.02
Forzani	19.22	+0.37
Inter Pipe	15.37	-0.22
Mullen Group	19.03	-0.26
Pason	13.13	-0.64
Pembina	21.77	-0.36
Precision Drill	10.03	-0.08
Superior Plus	11.71	-0.02
Shaw Com. B	20.88	-0.24
TransAlta	21.88	-0.07
TransCanada	37.15	-0.25
Trican Well	20.55	-0.53
Trinidad	6.56	-0.06
Veresen Inc.	12.97	+0.05
WestJet	14.10	-0.04

POSITIONS IN THE CALGARY 55 ARE DETERMINED PRIMARILY BY MARKET CAPITALIZATION. THE LISTINGS ARE REVIEWED ANNUALLY AND CATEGORIES ARE SUBJECT TO CHANGE.



### Fractional Jet Ownership 1/5th Shares

Cessna Citation 500 - \$125,000  
Cessna Citation II - \$250,000  
Cessna Citation Ultra - \$550,000

John Hopkinson & Associates Ltd.  
403-291-9027 - sales@hopkinsonassociates.com

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