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BUSINESS WORLD MAGAZINE

EDITION 19. VOLUME 6 | JUNE 2019.

BEST WESTERN PREMIER PETION-VILLE

GOODREAU SAWMILL

PENN TERRA GROUP



AIRPORTS LIMITED

Caribbean's

Leading Airport



Dear Reader,

Welcome to Business World Magazine, where we showcase the very best in business excellence across North America and beyond.

In this edition in particular, we have looked ‘beyond,’ at some of the emerging leaders in hospitality and travel from around the Carribean. MBI Airports, for example, is the operator behind Jamaica’s Sangster International Airport, and the winner of 11 consecutive World Travel Awards for ‘Caribbean’s Leading Airport.’ We are fortunate to tell their story this time out.

Over the past 15 years, MBI has led an effort to completely transform their airport. Their goal is to make it more than just a facility that visitors have to pass through on their way in and out of the country. Instead, they want it to be an integral part of the tourism offering – “a cornerstone of the Jamaican experience,” in the words of CEO Rafael Echevarne. In our conversation with Rafael, we discussed the upgrades and initiatives that have fueled that evolution, and what the next steps are.

Elsewhere in the Carribean is the Best Western Premier Pétion-Ville – a contemporary hotel in Port-au-Prince, Haiti, and another World Travel Award winner. After being named a finalist for ‘Haiti’s Leading Hotel’ in 2017, they have gone on to win the award in 2018 and 2019. We spoke with General Manager Karan Kampani about the continuous improvement that made those wins possible.

Also featured in this edition are stories of development excellence from back in North America. In Vancouver, for instance, is Denna Homes, the award-winning developer behind the sought-after Seylynn Village master-planned community. In St. Catharines, there’s Penn Terra Group, who are completing work on a highly acclaimed and much-needed affordable housing development. Both groups took on challenges that other developers wouldn’t, and are being rewarded for their persistence today.

For more on those challenges, and how they overcame them – and for more stories of business excellence, in North America and the Caribbean – just keep flipping the pages.

*All the best,
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From The Editor



“We will keep adding business units that enhance our offering and separate us from our competition.”

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**BEST WESTERN PREMIER
PETION-VILLE**

Industry INNOVATIONS

MBJ Airports Ltd.
Coming of age

**Best Western Premier
Petion-Ville**
Improvement never stops

Goodreau Sawmill
Timber you can depend on

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Affordable quality

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Beyond the apex



MBJ AIRPORTS LTD.



PENN TERRA GROUP



GOODREU SAWMILL



DENNA HOMES

Industry

INNOVATIONS

Aluminum expected to accelerate worldwide adoption of electric and self-driving vehicles

Material takes on an ever-widening role in tomorrow's vehicles

For more than a decade, concerns about fuel efficiency have been encouraging OEMs to replace steel with aluminum on vehicle bodies, doors, trunks, hoods, bumpers, crash boxes, brakes, cables and wheels. With the advent of electric and autonomous vehicles, OEMs worldwide are discovering new uses for aluminum. The need for battery casings and heat exchangers in electric vehicles, combined

with autonomous vehicles' demands for high visibility and structural integrity, is expected to exponentially increase the use of sheet aluminum in tomorrow's cars, trucks and buses.

Supporting the transition to battery-powered vehicles

- Four major design challenges confront OEMs in their transition to electric vehicles.
- Extending vehicle range
- Improving battery and passenger safety
- Increasing passenger comfort
- Optimizing cooling systems for lithium-ion batteries

The substitution of sheet aluminum for steel helps resolve OEM concerns.



Extending range

The lighter the vehicle, the longer its range. According to Ducker Worldwide, aluminum is expected to contribute more than half of the anticipated vehicle mass reduction demanded by electric vehicles (EVs) to extend range. Ducker reports that in North America alone, aluminum content in EVs will increase to nearly 565 pounds (256 kilograms) per vehicle by 2028.

The larger the vehicle, the heavier the battery and casing required to optimize the EV's range. It is the larger EVs, i.e., sedans, SUVs, taxis, trucks and buses, that will realize the greatest benefits from a steel-to-aluminum conversion. In the U.S., a vehicle's gross weight determines which class of commercial driver's license (CDL) will be required. Without lightweighting, some EVs could demand a higher-class license or additional endorsements due to the added weight of the battery. In older European cities like Brussels or London, some bridges and tunnels only allow vehicles up to 3.5 tons in weight, a target that is very difficult to meet for larger EVs without lightweighting.

For heavier material transport EVs such as trucks, weight reduction enables an increased payload, providing a significant monetary benefit. Generally, the larger the vehicle, the higher the payback.

Particularly relevant for larger human transport EVs such as buses and taxis, the weight reduction made possible through aluminum provides the added benefit of reduced CO2 emissions and improved air quality, of value not only to vehicle operators, but to the communities they serve.

Optimizing battery and human safety

The thermal and anti-corrosion properties of aluminum make it ideal for battery frames. Sea-water resistant, highly formable, highly surfaced aluminum alloys provide the strength necessary to pass side-impact crashworthiness testing, protecting passengers and the battery should impact occur. Casing floor plates made out of aluminum are not only strong, but also capable of resisting corrosion related to weather exposure. These characteristics enable aluminum battery casings to resist weather-related deterioration and impact from road debris, minimizing the risk of related fires and further securing passenger safety.

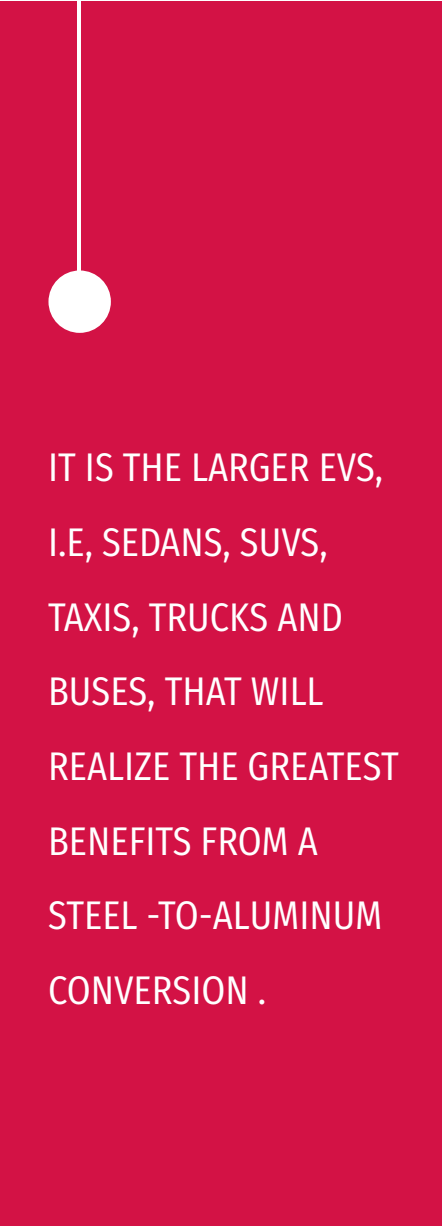
Dispersing heat

The batteries used in EVs produce energy while charging and discharging, requiring the use of heat exchangers to dissipate heat. But the types of heat exchangers used in vehicle air conditioning systems are inadequate to meet this new challenge.

Aluminum clad brazing (which connects multiple layers of aluminum together to disperse heat) requires heating in a controlled atmosphere (e.g., a vacuum) to achieve optimum joining. Aluminum heat exchangers designed specifically to meet the challenges presented by electric vehicles can use as many as five types of aluminum sandwiched together, with the layers providing gradient properties to optimize cooling.

These specialized processes and materials address OEM concerns, ensuring adequate dissipation of the heat

generated by battery-powered vehicles. An experienced aluminum processing partner can help OEMs specify the right process and alloys to meet specific vehicle temperature thresholds, ideally working side by side with OEM engineers early in the design process to maximize the performance of electric vehicles.



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TAXIS, TRUCKS AND
BUSES, THAT WILL
REALIZE THE GREATEST
BENEFITS FROM A
STEEL -TO-ALUMINUM
CONVERSION .

Supporting the eventual transition to autonomous vehicles

The luxury sedan market will likely be the first to transition to self-driving electric vehicles. Passenger comfort and safety, and an expansive view of the surrounding environment, are expected to be top priorities for this market.

The hefty B pillars used in conventional vehicles to meet structural requirements for crashworthiness are undesirable in a self-driving scenario. To enable large windows and an unobstructed view without sacrificing passenger safety, lightweight aluminum will be the strong material of choice.

Ongoing environmental concerns

In addition to the design challenges presented by EVs, society's demand for sustainable solutions will likely continue to be a driver in the transition to aluminum-lightweight vehicles. A Forschungsgesellschaft Kraftfahrzeugwesen mbH Aachen (fka) study, using a Volkswagen Golf as its reference vehicle, determined that an electric aluminum-based vehicle could meet the same safety standards as its steel-based equivalent, while emitting 1.5 tons less greenhouse gases over its lifecycle, taking into consideration production, a total driving distance of more than 93,000 miles (150,000 kilometers) and eventual recycling.

Conclusion

Aluminum alloys are ideally suited to the design challenges presented by electric and autonomous vehicles. By aligning with aluminum partners deeply experienced in developing processes and alloys to meet demanding performance requirements, transportation vehicle OEMs are accelerating the pace of EV and self-driving vehicle adoption throughout North America. .





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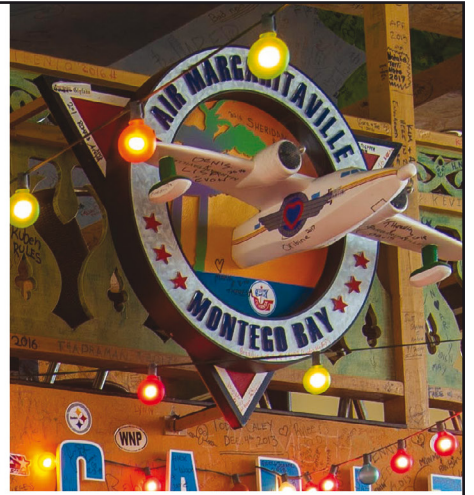
AIRPORTS LIMITED

Coming of Age

"As part of our commitment to the people of Jamaica, we have worked tirelessly to upgrade the airport's infrastructure and to create a warm and welcoming environment that showcases Jamaica's singular, magnetic culture," Rafael Echevarne, CEO of MBJ.



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Formed in 2001, Express Catering (ECL) is an industry-leading hospitality company. The organization operates all the food and beverage operations within Sangster International Airport's (SIA) secured area. Over the years Express Catering has grown and evolved alongside the airport, forming a trusted and enduring partnership with operator MBJ Airports Limited.

Today, Express Catering employs more than 300 people, and operates 28 restaurants and bars within SIA. With nearly two decades of experience in the airport hospitality industry Express Catering has created a concession program that exceeds guest's expectations. The group provides travellers with a diverse mix of internationally-recognized brands including Starbucks, Margaritaville and Wendy's; and proprietary concepts like Viva Grab n' Go, Cricket's, Groovy Grouper and Bobsled Café. "Our goal is to provide our customers with a diverse mix of food and beverage offerings while creating brands that reflect the rich culture of the Caribbean," says Ian Dear, CEO of Express Catering.

In recent years, MBJ Airports Limited has made it their mission to transform SIA into more than just an entry and exit facility for Jamaica. Instead, they want the airport to be an "integral part of the country's tourism offering," according to Rafael Echevarne, their CEO. He says their goal is to make SIA into a "cornerstone of the Jamaican experience." And he says that Express Catering has been a vital and enthusiastic partner in achieving that goal.

Ian goes on to say, "We are excited to see the changes MBJ is making at Sangster International Airport. We work diligently to ensure the airport's food and beverage experience evolves and expands to meet the changing needs of travellers. Express Catering supports MBJ's vision, and is committed to creating an authentic sense of place that is truly Jamaican."

Moving forward, Express Catering will be expanding their offerings and introducing new branded experiences that will capture the essence of the country – everything from Jamaica's culinary offering, to its music, cool vibe and rich colors will be represented. "Jamaica is an amazing Caribbean destination," says Dear, "and we want to deliver food and beverage experiences that are true to this country's rich culture."



MBJ Airports Limited (MBJ) is the operator behind Sangster International Airport (SIA), one of Jamaica's most important and strategic infrastructure assets. As the entry and exit point for most of the tourists visiting the country, SIA plays a central role in the overall visitor experience – a responsibility that MBJ not only recognizes, but embraces. Over the course of their history, they have always strived to enhance that visitor experience by making the airport safer, more efficient, and more enjoyable to use. In 15 years, they have come a long way and over the next 15 plan to go a lot further.

“As part of our commitment to the people of Jamaica, we have worked tirelessly to upgrade

the airport's infrastructure and to create a warm and welcoming environment that showcases Jamaica's singular, magnetic culture,” Rafael Echevarne, CEO of MBJ.

In the past four years alone, MBJ has led a number of initiatives to improve the passenger experience, including enhancements to the arrivals and departures terminals, and upgrades to the taxiways and aprons on the airside. More significant projects are currently underway, including a redesign of the ticketing hall, an expansion of the commercial concourse and automated parking facilities.

That kind of continuous improvement and growth has

“We like to take employees overseas and give them new experiences and perspectives.”



been ongoing ever since 2003, when MBJ Airports Limited was first awarded their 30-year operating concession. When Rafael was appointed CEO in 2015, his mandate was to take that growth to the next level.

“We were at a very interesting point for the airport,” he recalls. “We were coming of age. We were about to transition from a regional airport to a major international facility.”

Prior to joining MBJ, Rafael had been working in the aviation industry for over 20 years, with a career spanning the South Pacific, Australia, Europe, the United States and Canada. His previous role was with Airports Council International (ACI),

where he served as Director of Economics. He joined MBJ Airports Limited, because he was excited by the prospect of an airport “coming of age,” and was eager to help guide its transformation.

One part of that transformation involves infrastructure. The airport had to expand in order to ensure they had the proper facilities to accommodate growing aircraft demand and growing passenger volume. That need was obvious, Rafael says – and MBJ has taken significant steps towards meeting it, with more steps on the way.

The other part of the transformation involves the customer’s experience of the airport,

which MBJ has made it their mission to improve. They want to make the airport more than just a facility that visitors have to pass through on their way in and out of the country. Instead, they want the airport to be an “integral part of the tourism offering.” They want it to be “a cornerstone of the Jamaican experience.”

“We want to make it feel like as soon as someone steps off the aircraft, their holiday begins,” Rafael says.

“That means ensuring the processes of the airport are as simple and expeditious as possible,” he explains. “For example, we want to make sure there are only a few, if any, immigration

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- b) Jamaica: 1.- fleet renewal plan of mobile equipment at Montego Bay and Kingston airports
- c) St Maarten: 1.- Additional 16 thousand barrels of Jet at Cole Bay import terminal

All these initiatives will continue to strengthen GB Energy's position as the leading Jet supplier in the Caribbean.





“MBJ also fosters employee engagement by awarding scholarships to the children of employees, and education grants to employees themselves.”

and security queues. We want to ensure a seamless passenger journey. That’s one aspect.”

“Another aspect is ensuring the passengers have a good time, that they enjoy their experience, that they feel the best that Jamaica has to offer – starting in the airport,” he adds. “We want to provide a pleasant environment. We want to be a place where people can shop, can be entertained, and we want our travellers to have a good time.”

Achieving that dual vision is an ongoing process, but MBJ has already made great strides. Today, SIA is a hub of cultural

and commercial activity. It features a broad range of shopping and entertainment options, VIP lounges, exhibits, and activities that showcase Jamaican culture.

The goal is to make the airport a “destination unto itself,” Rafael reiterates, and MBJ is well on their way.



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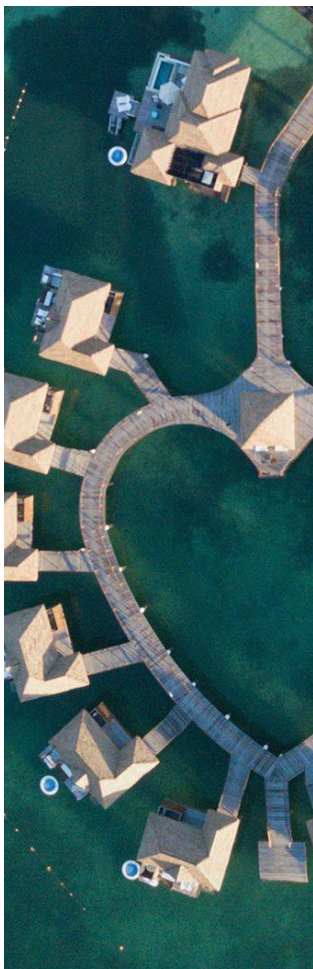
Award winning

For their transformational efforts over the years, MBJ has been rewarded with a long line of industry accolades. Most recently, they were awarded the 2019 World Travel Award for Caribbean's Leading Airport – their 11th consecutive win in that category.

Airport for the 11th consecutive year. He said that “this prestigious award validates our ongoing efforts to deliver world-class service and showcase Jamaica’s rich culture.”

MBJ is dedicated to improving the infrastructure of the airport and to providing outstanding service, Rafael added. That dedication being noticed by the global travel industry and travellers using SIA is gratifying.

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number one in the region year after year, for more than a decade," he said. "Our entire staff, our airport partners and every citizen of Jamaica can be proud of this tremendous achievement."

Rafael credits the company's history of award victories to those very stakeholders. An example is Express Catering Limited, a company that operates more than 12 branded sports bars and restaurants in SIA, and has grown alongside the airport over the years. Other examples

include: Dufry, a global travel retailer that recently remodelled its Montego Bay Duty Free arrivals store in the airport; Paradies Lagardère, another trusted travel retail partner with a growing portfolio in SIA; and Global Exchange Group, a leading worldwide specialist in foreign exchange services.

Rafael also credits MBJ's partners in Jamaica's tourism industry. That includes local airlines, hoteliers, tour operators, and transportation companies. MBJ engages with those entities on

a regular basis, and forms close partnerships where they can.

"We're members of the Jamaica Hotel and Tourism Association, and we're constantly in dialogue with other members," Rafael says. "We're always asking what they need, what they want, how we can help them."

Rafael also credits the airport staff, especially the airport's direct staff of roughly 160. MBJ is committed to continuously training those people, and to bringing them overseas when possible, in order for them to be exposed to best practices

from other parts of the world.

“In an island nation like Jamaica, it is very easy to remain isolated,” Rafael says. “We like to take employees overseas and give them new experiences and perspectives.”

MBJ Airports Limited is actually owned by two shareholders – the Mexican-based Pacific Airport Group, and the Canadian-based Vantage Airport Group, both specialist airport management companies. As a result of that ownership, MBJ is able to regularly conduct em-

ployee exchanges, which Rafael believes is a “major contributor to the satisfaction of employees, and thus the success of the airport.”

MBJ also fosters employee engagement by awarding scholarships to the children of employees, and education grants to employees themselves. Through their Annual Scholarship Programme, they have awarded over 340 merit-based GSAT/Secondary and CAPE/Tertiary scholarships.

The company also engages

with the community beyond the airport’s borders. Their ongoing programmes include coastal clean-ups, support for school art programs, financial support and mentoring for the local Spot Valley High School, as well as support for local charities such as the Committee for the Upliftment of the Mentally Ill (CUMI). All of that contributes to making the airport a special place to work, and is part of why employee retention and satisfaction is so high.

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ing aircrafts. It will also open the door to new routes, making the airport even safer and more competitive.

Prior to that, MBI also commissioned a renovation of the check-in area, which was completed over the course of 2018. It included the replacement of ceilings and flooring, column cladding and new lighting, air conditioning, and a new public address system. The taxiways and aprons also received upgrades, which were valued at \$26 million.



As an example, they are currently extending the runway by 408 meters to achieve a maximum length of 2,943 meters and accommodate runway-end safety areas. This will ensure compliance with international standards and increase the range and payload for depart-



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Even more, MBJ worked with Jamaica's Passport, Immigration & Citizenship Agency (PICA) to introduce the latest technology to expedite the immigration process into the country and help reduce waiting times for arriving passengers. To that end, 30 automated passport control kiosks were installed in 2018.

The airport is continuing to grow, however. It currently connects Jamaica to more than 60 international destinations, and provides employment to more than 7,000 people – those numbers are going to expand in the coming years. Last year, the airport served a record 4.5 million passengers – and is on track to

set a new record in 2019.

To meet the needs of that growth, MBJ will continue their campaign of improvements. They will be adding more check-in kiosks, adding more gates to alleviate peak hour traffic. They will also be adding solar panels to the airport to reduce electricity consumption and will be building a sea wall to protect the airport from the potential sea rise.

Most importantly, MBJ will continue to collaborate with their tourism partners on programs and initiatives that will improve the visitor experience.

"We are in the midst of a very

exciting phase of development, both on the air side and the land side," Rafael says. "We're expanding our facilities, we're introducing the latest technologies in terms of safety and security equipment and we're improving our service offering." "The plan is to invest over \$110 million in the next five years," he adds. "That's unprecedented in the history of the airport."

"We're truly at a crucial point in the development of the airport," he reiterates. "We're coming of age. We're transforming the airport. We're transforming the customer experience. We're creating a brand new airport."



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Best Western Premier Pétiion-Ville is a four-star contemporary hotel in Port-au-Prince, Haiti. Located in the heart of the city, it offers easy access to beaches, mountain hikes and waterfalls, as well as nearby dining, entertainment and businesses. They also offer a range of high-end hotel amenities in-house, including a luxury spa, a relaxed international restaurant, shisha lounge, whisky bar and terrace, a swimming pool, fitness centre, and much, much more. They combine the heritage and charm of Haiti with modern convenience.

In recent years, that combination has been repeatedly recognised by the prestigious World Travel Awards. After be-

ing named a finalist for 'Haiti's Leading Hotel' in 2017, the company has gone on to consecutively win the award in 2018 and 2019 – and with their drive for continuous improvement, they aim to keep winning it for years to come.

“Our whole team has very been humbled by that award recognition,” says Karan Kampani, General Manager of the hotel. “Our team has come a long way. We’ve put in a lot of effort into improving. We’ve been positive, we’ve been tenacious. It’s great to be recognized for that. ”

“We’re going to keep on working hard and keep on getting better, and hopefully the awards will continue,” he adds.





Karan has both a Bachelor's and Master's degree in Hotel Management from the University of Sydney, and has personally worked in the hospitality industry for more than 20 years. His career has taken him all over the world – everywhere from Australia, to South Africa, to Europe and the Middle East. He was drawn to his current role by the prospect of working in Haiti, which he believed would be an interesting challenge.

Two years ago, in June 2017, Karan became General Manager of the Best Western Premier Pétion-Ville. Since then, he has overseen an era of enhancement and evolution. Over the last two years, the hotel has upgraded both their services

and their amenities. They have introduced new mobile applications and promotions, redecorated their restaurant, refurbished several rooms, launched a brand new shisha lounge, added capacity to their banquet hall, increased the size of their swimming pool, and much more.

"We've made a lot of changes to make the client experience as satisfying as possible," Karan says.

Many of these upgrades were inspired and informed by Karan's experience working in hospitality overseas, but almost none of them were simple to implement. As Karan predicted, working in Haiti comes with several

"We're going to keep on working hard and keep on getting better, and hopefully the awards will continue."









inherent challenges. The hotel was able to overcome those challenges largely through the power of international cooperation.

“We have found ways to get it done,” Karan says. “We’ve had help from our partners in the US, in London, in Australia. We’ve found ways to co-operate to get the right materials and make things possible.”

When Karan arrived at the Best Western Premier Pétion-Ville, he considered it his primary mission to enhance guest services, and in turn improve the hotel’s user ratings – including the ratings they tracked internally, as well as the ratings on external platforms such as Tri-

pAdvisor. In the past, those reviews had been lower than the hotel would have liked, and Karan wanted to turn that around.

One part of accomplishing that turnaround was embarking on the aforementioned campaign of improvements. Another part was getting the buy-in from the hotel’s staff.

Again, bringing employees on board presented some initial challenges, largely due to the language difference and the inexperience of the workforce. Over time, however, the hotel has worked to bridge that gap. They have invested in training and education for the staff. They have taught them how es-

sential they are to the guest’s experience, and thus the hotel’s success, and thus their own success. More and more team members have grown to accept that responsibility.

“We’ve had help from our partners in the US, in London, in Australia. We’ve found ways to co-operate to get the right materials and make things possible.”





Staying positive

The hotel's employee engagement efforts are still ongoing – according to Karan, that's a process that will never really end, as there are always ways to improve. Still, the results so far have been highly impressive.

views from travellers.

Moving forward, the hotel aims to continue earning those high marks from guests. Karan believes the key to doing that is avoiding complacency.



The Best Western Premier Pétion-Ville has not only been recognized by the World Travel Awards, but by their customers as well. They have achieved a Certificate of Excellence on TripAdvisor, for instance, which is granted to accommodations that consistently earn great re-

That means continuing to improve the quality of amenities such as the restaurant, whiskey bar, and terrace lounge. It means continuing to try and source new material, and continuing to introduce new technology to make the guests stay more convenient.



It potentially means enhancing the lobby with an outlet such as a pastry or coffee shop.

"We can always be more creative, we can always find ways to be better," Karan reiterates. "Improvement never stops."

"Where we were and where we are now is very different," he adds. "We've jumped forward by leaps and bounds. We've worked for it. We've worked very hard. We've stayed positive. That will all continue."

The positivity is especially important, Karan says. He believes that thinking and acting positive is vital to the success of any business, but especially a hotel. "If you're positive, everyone around you is positive, and that includes the guests," he concludes. "Positivity, along with hard work, is how we achieve our goals."

To learn more about the hotel, their accommodations, and their amenities - and for more on what Port-au-Prince has to offer - visit <https://www.bestwesternpremierhaiti.com/>







TIMBER YOU CAN DEPEND ON

For more than 30 years, Goodreau Sawmill & Woodworking has been Ontario's leading supplier of quality wood products at low manufacturer pricing.





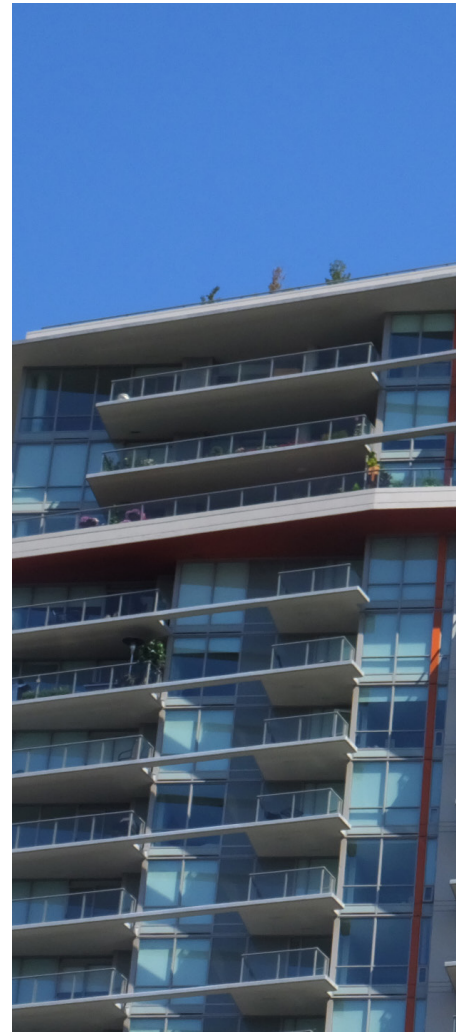
For more than 30 years, Goodreau Sawmill & Woodworking has been Ontario's leading supplier of quality wood products at low manufacturer pricing. In that time, the company has continuously evolved to meet the needs of their customers, and to stay on the cutting edge of quality and customer service. Today, they are well known in the province for both their capability and their expertise. They can manufacture virtually any custom lumber product, and they have the knowledge to help clients achieve whatever project they are undertaking.

"We've been around for a long time," says Kris Goodreau, the second generation owner of the company. "People know about

us, and they know what we can do. Anything lumber-related that they can't get at a hardware store, that's where we come in."

These days, the Goodreau Sawmill & Woodworking is as diversified as woodworking shops get. They are the area's leading source for quality Douglas Fir timber, custom woodworking, hardwood flooring, and specialty lumber. They supply both building contractors and homeowners, and deliver as far as London, Windsor and Sarnia – though they have been known to go much further for larger-scale projects.

The majority of the company's clients are repeat and long-standing, with some going back







as far as 30 years. Goodreau has built that loyalty by being dependable – which means a number of different things. For one, it means being there when the client needs them, even when it’s not convenient.

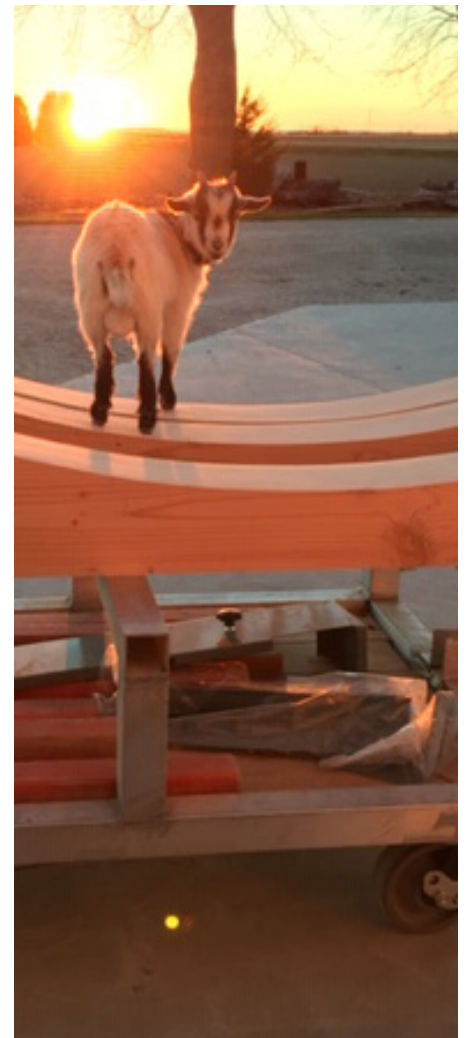
“We get people out of binds,” Kris says. “If a client needs a piece of custom lumber in a hurry, we do everything we can to accommodate them. The construction industry in this area is very busy, and things come up, challenges happen – we understand that, and we don’t like to leave people hanging.”

“We treat people the right way, the way we would want to be treated in their shoes,” he adds. “That’s why I think we’ve been

successful.

The other part of dependability is quality, which Goodreau Sawmill has a longstanding reputation for delivering. From rough cut timbers to premium kiln dried timbers, they provide the highest quality available in their area. They also stand behind every product they sell, and every service they provide.

“We do good work,” Kris sums it up. “When we’re done, everything fits right. If there’s an issue, it’s resolved immediately.”





“We treat people the right way, the way we would want to be treated in their shoes.”

The company also delivers on time, and has made it a priority to keep their stock optimized with what their experience has taught them clients are after – which is yet another way they are dependable.

“Nobody wants to wait,” Kris says. “It doesn’t matter if they’re a contractor or a homeowner. If you don’t have something, they’ll call five, six or seven other places, and if no one else has it in stock, they’re going to order it from whoever gets it in the fastest. So we try to stock the products that people want, but can’t find at the regular lumber yards.”

“We don’t stock two-by-fours for house building,” he contin-

ues. “But if you want a cedar tongue and groove ceiling for your porch, you can find that here. You don’t have to order it, we’ve got it.”

“Over the last couple years especially, we’ve increased our stock,” he says. “We don’t want people to have to wait. That has cost us money, but it’s been worth it. It’s what our clients want.”





Staying current

Over the years, Goodreau Sawmill & Woodworking has demonstrated their quality and dependability on a number of large-scale projects across Ontario.

Another example is the work Kris and his team completed for the new CREW Colchester Ridge Estate Winery in Harrow. There, they manufactured much of the exterior of the restaurant, including the balcony.



A recent example is on display at Bluewater Pools & Spas new location in Windsor. There, Bluewater Pools built a roughly 15,000 square foot showroom and store, and Kris and his team supplied them with two significant timber trusses for the main entrance. Each truss was 36-feet, and weighed 4800 pounds.

Goodreau has also completed work on their own premises, which is what made those projects possible. They recently constructed a 5,000 square foot addition to their shop, for example, which has given them more room for indoor truss assembly and lumber storage.



James Goodreau, Kris Goodreau, Matt Goodreau, Kaelan Cook

They now have enough racking to store hold about three transport loads of lumber in one place, and enough assembly space to tackle projects such as the trusses for Bluewater Pools. Moving forward, Kris aims to continue that growth, and keep on down that path of expansion. He especially wants to keep adding to the company's stock, now that he has the room to do it.

In particular, Kris is planning on introducing a range of pavilion and pergola timber kits for as-

sembly in backyards. The idea is to stock them in four different sizes, and to make them as convenient as possible for landscapers and homeowners to purchase and then turn around and install.

"Everyone's putting up these shade structures," Kris says. "But instead of having them wait on an order, I want them to be able to come by and get their kit and put up their pergola or pavilion that weekend."

Kris believes that not a lot of

"Over the last couple years especially, we've increased our stock."



Kris believes that not a lot of companies are doing that, but it's something that people want – and Goodreau Sawmill has always been responsive to the wants and needs of the market. Years ago, that's why they transitioned from doing more mouldings and floorings to more timber trusses and beams. Today, it's why they are increasing their stock and considering pavilion and pergola

kits.

"You have to get into what people want," Kris says. "If you don't, you'll fall behind. You have to be willing to try new things. You have to stay current."

So Kris wants to continue evolving the company, but at the same time, he also wants to continue doing what they have always been known for – which

is "putting out good work at reasonable prices."

"That's the reason we've been able to keep growing the company," he says. "It's why we've been around for 30 years, and why people keep coming back. We work hard, we're honest, and we do the best we can. We believe the minute we stop doing that, our doors will shut."



For more on Goodreau Sawmill, their products, and their variety of special wood services – and to get in touch with Kris and his team – visit <https://goodreusawmill.com/>



penm



terra

Affordable quality



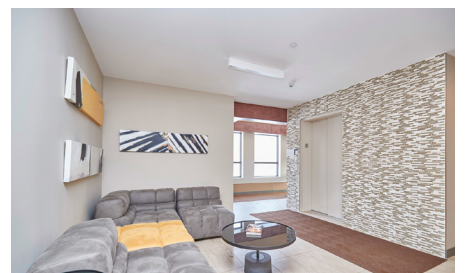
In the Niagara region of Canada, there are more than 5,500 families – 11,000 people, including children – on the affordable housing wait list. Over the last decade, only 20 new affordable housing units have been constructed per year. At the same time, the existing units are getting older, and requiring more maintenance and funding to take care of them. The crisis is real, the need is pressing, and solving the problem requires not only building more units, but creating healthy spaces and communities to support the people living in them. Most developers are not interested in coming up with those solutions, or tackling those challenges.

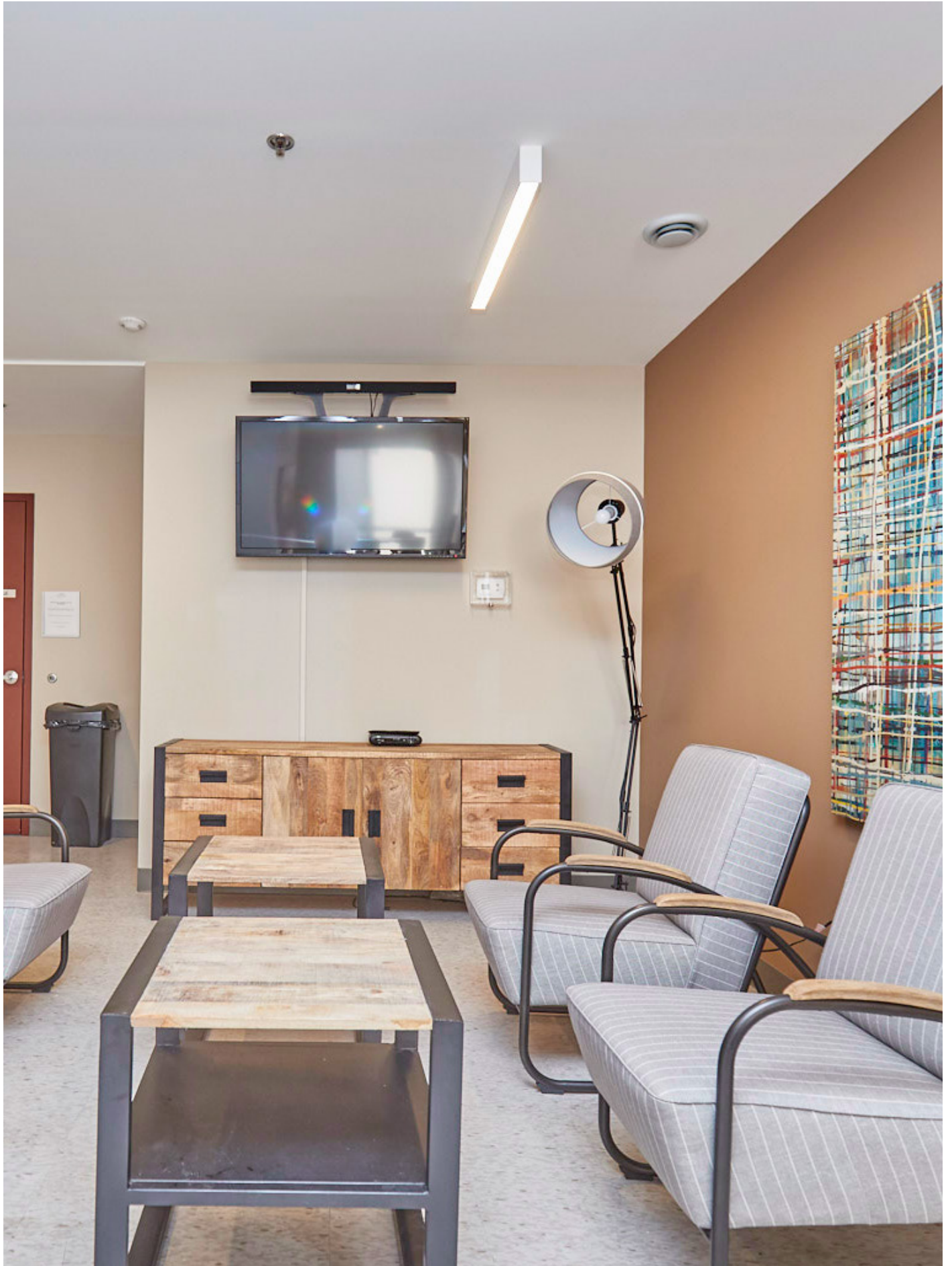
Enter Penn Terra Group – one

of Niagara's premiere developers of affordable quality buildings, and a company that takes great pride in being part of their community.

"Our business is in this community, and the stronger the community, the stronger our business," says John Kingston, CFO. "Affordable housing is a real crisis, and we are committed to working with our partners to help tackle it."

Penn Terra Group was founded in 2011 with the goal of delivering community-enhancing developments that combined quality and affordability. The founders included Sunil Bahadoorsingh, President, Peter Agnelli, Vice President of Opera-







tions, and John himself.

The company's first project was a 28-unit, four-storey condominium in downtown St. Catharines, which was built for approximately \$5.5 million and was fully occupied at opening in 2014. Following that, they constructed two seven-storey student apartment rental buildings, which officially opened in 2016 with just over 98 per cent occupancy. Both of those student buildings cost approximately \$33 million, and they were both delivered on time.

From there, the group turned their attention to the affordable housing market. Their interest was sparked when their president, Sunil, ran into Lori Beech,

the Executive Director of Bethlehem Housing and Support Services, a non-profit housing provider dedicated to providing stable affordable housing and support services to those in need in the Niagara region. Lori helped educate Sunil about what was happening – or more accurately, not happening – in the sector.

Penn Terra Group decided to take action, and began looking at different ways to make an affordable housing project work. Eventually, they formed a partnership with operator Bethlehem Housing and Support Services and co-operative financier FirstOntario Credit Union to deliver a pilot building on 111 Church Street.

“We wanted to set up a lease for 100 years, but there are laws in Canada that say you can't do that.”





John emphasized the importance of FirstOntario as a partner. “FCU has been an excellent partner that not only has a legitimate concern for those in the communities it serves, as evidenced by their involvement in this project, but also its executives work with an entrepreneurial spirit often not found in financiers.”

The building they partnered on, which is currently under construction, will include 127 units, with a mix of one, two, and three-bedrooms. It will also include Bethlehem offices, a daycare facility, various community-oriented spaces, as well as an outdoor play area for the daycare’s use.

Penn Terra is developing the project, while Bethlehem Housing and Support Services will be leasing the whole of the proposed building and renting units at an affordable rate. Twenty of the units will be eligible for Niagara Regional Housing’s housing allowance program, and an additional 30 to 50 units will be available at 80 per cent of the average market rent for St. Catharines, as set by Niagara Regional Housing.

In designing the building, the Penn Terra Group leaned heavily on Bethlehem and their expertise. They would conduct regular meetings with Lori and her team and discuss the building and its amenities.

“Lori was an instrumental part of the whole process,” John says. “And that was important to us. We wanted to make sure we provided things that would meet the needs of the eventual tenants.”

“That’s how we came up with the concept of having a daycare service,” he explains. “A lot of the families that are in need of affordable housing have young children, and it’s difficult for the parents to find and acquire childcare while they’re at work.”

“Lori was also quite adamant that certain services should be available to tenants within their building,” he continues. “So we included offices in the building, so the necessary agencies have

Regent Student Housing





space to operate, and they can provide service directly to tenants.”

Laundry was also a major topic of discussion. Originally, Penn Terra Group intended to provide laundry equipment in each unit, but Bethlehem advocated for communal laundry spaces. “Laundry is an opportunity to bring the community together and make it stronger,” John says. “So that’s what we did.”

Furthermore, taking Bethlehem’s advice, Penn Terra also includes a room specifically for storing electric scooters, the kind used by residents with mobility challenges. In other affordable housing developments, residents are forced to store those scooters in their units, and that requires transporting them through halls and elevators, which can make a mess. Having a separate room for scooters close to an elevator eliminates that issue.

The building also provides for bicycle storage both inside and outside – which is important in an affordable development, as a lot of the tenants do not have automobiles.

Lastly, there’s a community room, which includes a kitchen for cooking demonstrations, and will also act as a meeting space for tenants.



Built to last

All of the amenities at Church Street were designed with the intention of building a lasting community. The 'lasting' part is particularly important to Penn Terra Group.

hem that can be automatically renewed for another 20 years at Bethlehem's discretion.

"We wanted to set up a lease for 100 years, but there are laws in Canada that say you can't do that," John says. "But the goal is to provide affordable housing services in that building for a long, long, long time."

To help achieve that goal, Penn Terra Group had to make sure to create a building that would last, that wouldn't deteriorate in 15 years and have to be rebuilt.



In researching previous affordable housing developments, they learned that there was an unfortunate history of leases running out, and affordable housing units being converted into something else. To make sure that wouldn't happen on Church Street, Penn Terra set up a 20-year lease with Bethle-



That's why, after much discussion with the architect and the project manager, they decided to construct the building primarily out of steel and concrete.

For the same reason, Penn Terra has also committed to using an innovative cladding system, which originated in Europe, but has only recently been introduced in North America. In fact, they were the first building in Canada to commit to moving forward with it.

"It's as close to a mainte-

nance-free cladding system as is possible," John explains. "We went down to the United States to see an application of it, and we were blown away. The building had been constructed five years ago, but looked like it had just been built. What was missing were the inevitable stains on the exterior cladding that result from the dirt and pollution that get deposited from the rain."

SkyRise, the supplier of the cladding, is also a supplier of prefabricated wall systems, which

made the choice especially advantageous. John says that "by integrating the building of the walls along with the exterior cladding, it made for a much more efficient process. The actual erection of the building is now making up for lost time on other matters that delayed the project."



Benefitting everyone



Construction officially commenced on 111 Church Street project in November 2017, and has progressed steadily in the time since. The company has recently completed the seventh of nine floors, and expects the building to achieve occupancy by November of this year.

John credits the success of the project so far to the collaboration between every stakeholder on the project, from the co-financiers at FirstOntario Credit Union, to the future operators at Bethelam Housing and Support

Services, to the architect, builders, subcontractors, suppliers, and everyone in between.

In particular, John praises the project managers at WSP, and in particular Liban Gilao, who has been their point man at Church Street.

“He has just been a superb project manager, I can’t rave enough about him,” John says. “He gets what we’re trying to do. He makes sure everything is built the way it should be. He’s also been great at finding the right



suppliers, and getting the best possible cost without sacrificing on quality. He's been excellent." Finally, John also credits the municipality of St. Catharines – Penn Terra Group has formed an exceptionally close relationship with them going back to their first condo project in the city. John and his partners made it a point then to be flexible and collaborative, and to break the 'us versus them' mould that typically dominates city-developer relationships.

"Them versus us is not how we work," John says. "We're here to resolve issues and to compromise. We're not here to stomp out feet and demand we get everything we want."

Recently, Penn Terra Group has been approached by a number of municipalities across Ontario to bring similar affordable housing projects to their cities. John believes those doors have opened as a result of the relationships they formed in St. Catharines.

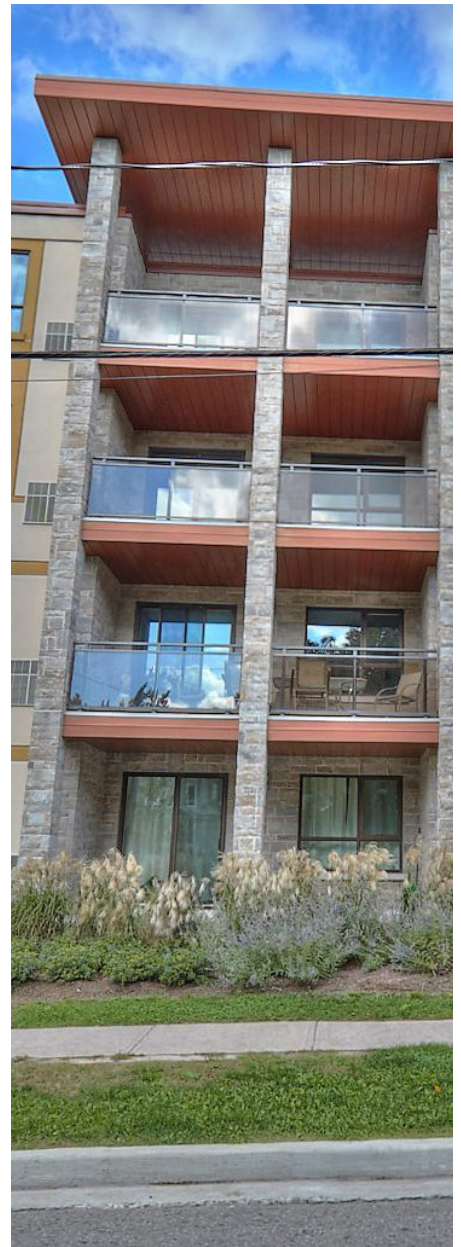
Moving forward, John hopes to form similar relationships with other city partners – both in Ontario and beyond.

When it comes to beyond, the company has recently acquired land in Niagara Falls, New York, where they intend to develop a

small student apartment rental building similar to the two they delivered in St. Catharines. In Ontario, meanwhile, they have identified at least three more opportunities for affordable housing projects that John says they are "very close to pulling the trigger on."

Penn Terra Group does not want to be the only developer pursuing those opportunities, however. They hope that their success can inspire others to do their own part to help meet the desperate need for affordable housing across Canada.

"We're not trying to be the only developer here doing affordable housing on a larger scale," John says. "We would welcome any other developer to open their eyes and see that these opportunities exist. It takes a lot of hard work, but there are ways to confront these challenges and come up with solutions that benefit everyone."

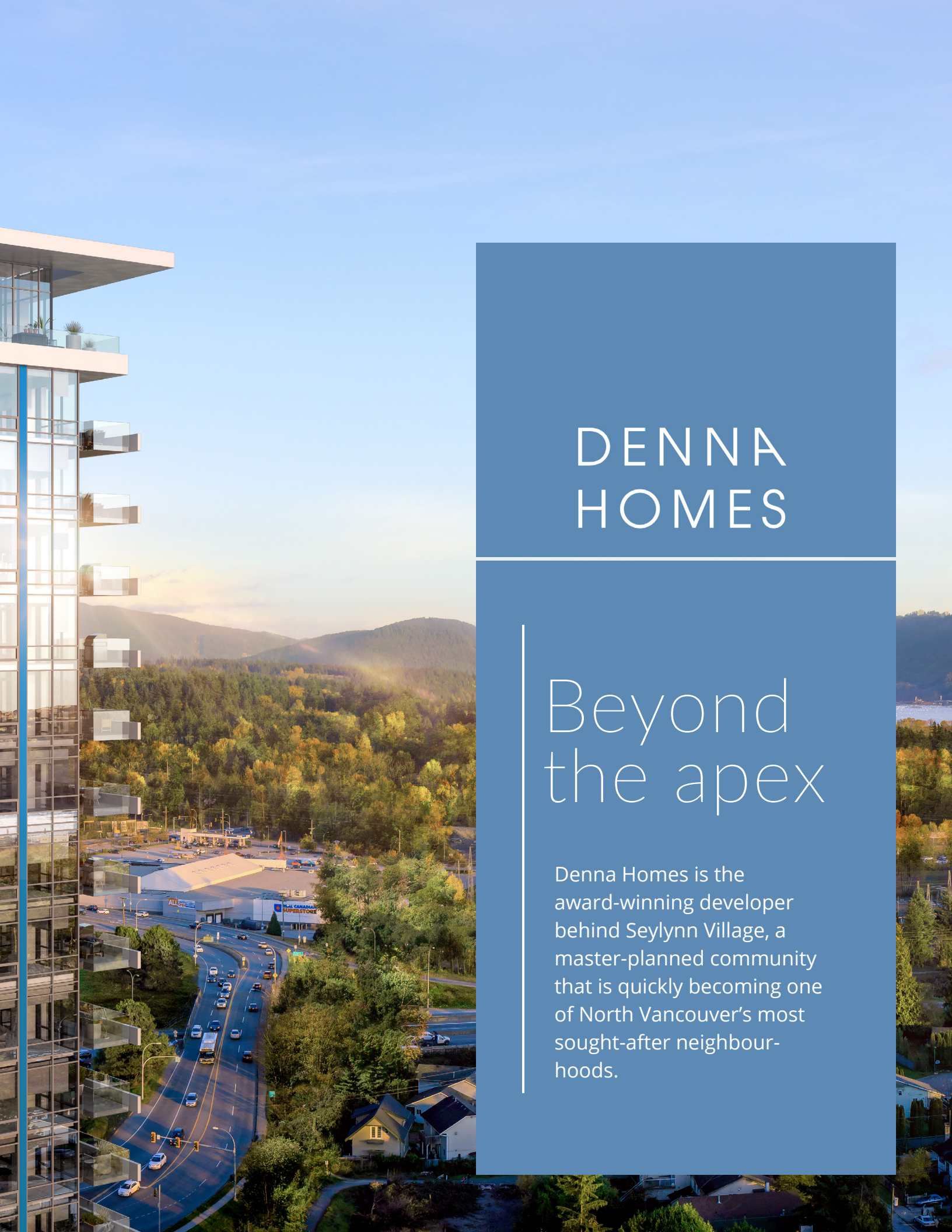


**For more on Penn Terra Group, their team, and their
current and future projects, visit
<http://pennterragroup.com/>**





Apex Jewel Box



DENNA HOMES

Beyond the apex

Denna Homes is the award-winning developer behind Seylynn Village, a master-planned community that is quickly becoming one of North Vancouver's most sought-after neighbourhoods.

An Introduction to **ITC Construction Group**

The foundation of our organization and our success has been built on our values of Integrity, Trust and Commitment.

Since inception in 1983, we have worked with our clients and trades as our partners in building success. As a result, our relationships with clients, consultants, and trades span decades and across provincial borders as we work together from one project to the next. Through our hard work and dedication, we have earned the reputation of being leaders in high rise construction in Western Canada and responsible corporate citizens. Our Building Communities initiative is focused on making a positive contribution to the communities we live and build in.

We have enhanced the skylines in Vancouver, Victoria, Nanaimo, Calgary and Edmonton and built over 200 residential, commercial and institutional projects. We have been honoured with awards on our most unique and complex developments and we are a Platinum Member of the Canada's Best Managed Companies program since 2003. This achievement is the outcome of our commitment to excellence in every aspect of our business.

In everything we do – Quality Counts
www.itc-group.com



ITC Construction Group

Proud to partner with Denna Homes for the construction of Seylynn Village.

In everything we do - *Quality Counts*

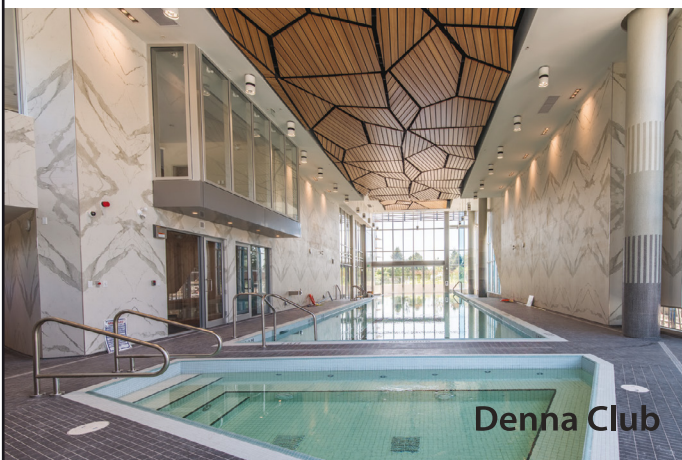
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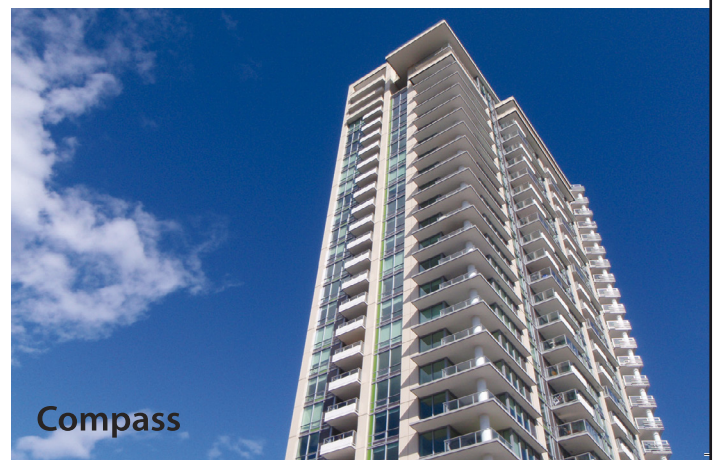
Platinum member



Horizon & Beacon



Denna Club



Compass



Seylynn Village is located near the entry to the Ironworkers Memorial Bridge, in close proximity to, parks, trails and highway connections. It is comprised of three world-class towers and an equally outstanding clubhouse and features stunning mountain and downtown views. It represents an excellent investment and an extraordinary place to live. Since the third tower – Apex – started construction, the village’s potential as a residential, commercial, and recreational hub is only just beginning to be realized.

Not everyone has always believed in that potential, however. Dr. Abo Taheri, Managing Partner of Denna Homes, was one of the first to recognize it,

and some people called him crazy.

“Everyone we talked to said ‘It’s not the right location,’” Abo recalls. “They said it would never work. They thought we were doing something wrong.”

When Denna Homes first began planning Seylynn Village in 2011, the area was mostly populated by auto body shops, fast-food outlets, and modest single-family homes and duplexes. To most, it didn’t seem like a desirable area for new development. Abo, though, knew that it was located in Lynn Creek, which the District of North Vancouver has designated a future town centre and had committed to rejuvenating.







“When a government or municipality decides to work on an area like that, that means a good study has been done,” Abo says. “No government or municipality in Canada will create a town centre and potentially spend over \$100 million without having done their intensive due diligence.”

That fact, combined with some other observations Abo had made, convinced him that the location was going to be highly-sought after – maybe not in 2010, but definitely by 2020.

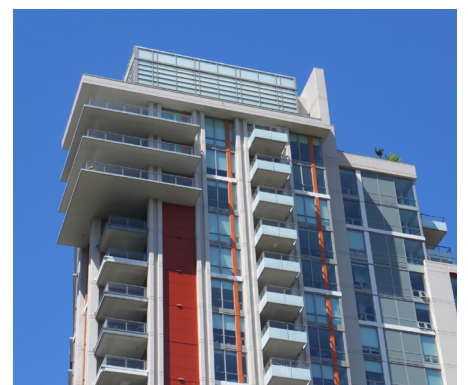
From there, Denna Homes set their sights on producing the best quality they possibly could. They wanted to set a standard that other developments in the

area would have to live up to in the future.

“We wanted to build a really high quality product,” Abo says. “We wanted to set the benchmark. I’m proud to say, that’s what we have accomplished.”

In the years since, Seylynn Village has grown to comprise two residential towers, called Beacon and Compass, with the third coming soon. It also includes a 70-unit rental parcel. Then there’s the residents-only clubhouse called Denna Club, which features more than 14,000 square feet of amenities, including a 25-metre swimming pool, sauna, steam room, locker rooms, a full fitness centre, and yoga space.

“We wanted to set the benchmark. I’m proud to say, that’s what we did.”





Denna Homes has not done delivered all that alone, however. The development team at Seylynn Village also includes architects 'DA Architects + Planners,' builders 'ITC Construction Group,' interior designers 'Insight Design Group' and 'CHIL Interior Designs' structural engineers 'Glotman•Simpson,' mechanical engineers 'Integral Group,' and landscape architects 'Eckford Tyacke + Associates.' Each of those partners is among the leaders in their respective industries and bring decades of experience to their role. Many have previously been involved in some of Vancouver's most memorable projects.

In selecting those team mem-

bers, Denna Homes' goal was to identify and hire the very best in the market.

"Ten years ago, nobody had ever heard of Denna Homes, or knew what Seylynn Village was," Abo recalls. "We figured a good way to gain credibility would be to use the best, Class-A consultants and contractors out there. So that's what we did."

Those choices have paid off, he says, with extremely high-quality design and workmanship throughout the village. He remembers proving that quality early on, when their first buyers did walkthroughs of their units and found almost no deficiencies.

"When a buyer, who is motivated to find a deficiency, can't find anything, that's a very good sign," he says. "That's rare in this industry. It says a lot."

"When a buyer, who is motivated to find a deficiency, can't find anything, that's a very good sign."



Award-winning quality



Seylynn Village's all-around excellence has not only been recognized by buyers and investors, but also by the industry at large – most notably, by the Urban Development Institute (UDI) and their judging panel of industry professionals. Over the years, Denna Homes has won several awards, including the 2018 UDI Award for Excellence at the recognizing Seylynn Village as the Best Multi-Phase / Master Planned Community.

Abo says that the whole Denna Homes team was “very proud”

to have won that award, especially because it was their first local development.

“The award is recognition of the hard work put in by our entire team and our partners,” he said in a statement at the time. “This award is also significant to us as it is judged for all aspects of residential living, including innovation in concept, environmental sensitivity, quality, and relevance to the current and future needs of its community.”





Seylynn Village



Abo credits the awards success to the company's all-encompassing focus on "quality," which means something different to them than just providing luxury brands and more expensive materials.

"It's all because we are providing quality," he says. "And when some people think of 'quality,' they think 'luxury,' but we don't. We think of quality as improving the lifestyle of residents. For us, providing quality is about climate control; it's about providing the best amenities and equipment; it's about making

sure residents don't have to wait long for the elevator. It's about making people's lives better."

When Abo says, 'climate control,' he means going above and beyond the Vancouver standard. Other developments typically utilise two-pipe HVAC system, which offers heating one half of the year and cooling in the other. At Seylynn Village, however, they use a four-pipe system, which can be custom designed to meet a wide variety of heating or cooling demands all year round.

"That's a system that cost us more money, but it was the right system for the experience of the users,"



"In Vancouver, you have days where the temperature drops 10 degrees," Abo explains. "You have days where the north side of the building is at least 10 degrees hotter or cooler than the south side of the building because of the sun. One day you might have to wear a jacket, the next you wear a t-shirt. That's why we think it's important to give residents the option to heat their homes in the summer or cool them in the winter."

"That's an expensive system, but it was the right system for the experience and benefit of the users," he adds. "Their experience is what we think of first. That's what quality is all about."

Denna Homes also provided quality by making the choice to triple-glaze their windows, which is above and beyond the traditional Vancouver standard of double-glazing. Abo estimates that choice has saved residents up to 15 to 20 per cent on energy costs, in addition to providing other benefits, such as reducing noise.

Furthermore, at the Compass tower, Denna Homes successfully experimented with smart glass tinting technology, which shield residents from the sun without having them resort to using blinds or curtains. They

intend to utilize the same technology on their final tower.

As a result of forward-thinking features like those, Denna Homes has consistently earned the satisfaction of their buyers. Abo can attest to that personally. He lives in one of the towers himself, so he interacts with residents frequently, and he says that all the reviews he receives are glowing.

"Every time I get into an elevator, somebody tells me 'Thank you,'" he says. "That's a great feeling. I'm even more proud of that than the awards."

Further evidence of client satisfaction is the fact that 20 of the people who bought into the first tower went on to buy into the second.

"We're very proud of that, too," Abo says. "That shows that they're happy with the quality, and they are happy with the value we provide."

Abo's choice to live in his own building also "speaks real volumes," he says – especially because he's not the only one, as half of the office personally lives in Seylynn Village. Many of their consultants also purchased units.

"I've been in this business a long

time, and I can't say that I know of any other developers where half their team chooses to live in their building," he says.



The next generation



The final chapter of Seylynn Village is the 32-storey 'Apex' tower – which will be the tallest tower in the North Shore, and which promises to provide unprecedented luxury living.

Homes at Apex vary from one-to-four bedrooms, with a limited collection of studios, townhomes, and two-storey residences and penthouses. All homes were designed to feel spacious, to take advantage of the surrounding views, and to have the "overall feel of a global five-star residence," according to Abo.

Apex also features a grand lobby with dramatic three-storey-high ceilings and concierge services. There's also a large group entertainment room with a fireside lounge and dining area complete with bar kitchen, as well as a media lounge with kitchenette, and a residents-only podium rooftop space.

Construction on the tower is currently underway. Denna Homes is excited to complete it and officially add Apex to the flourishing Seylynn Village community.

Abo is also excited about the future beyond Seylynn Village,

which he predicts will be an exciting one – and more importantly, a busy one. Denna Homes has already acquired another site in West Vancouver and is planning a development called 'The Sentinel.' They are also in conversation with the District of North Vancouver regarding a second project in the North Shore. They are even looking beyond the city, and evaluating opportunities in Toronto.

"We are planning to stay in this market and this industry for many years to come," Abo says. "We're a family business, we have sons and daughters involved, so there's going to be a next generation of Denna Homes. We're here for the long term."

For more on Seylynn Village and its amenities and advantages, its three world-class towers, and the team behind it – including Denna Homes – visit <http://seylynn.ca/>



2018 AWARDS
for
EXCELLENCE
in
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