

[BWM]

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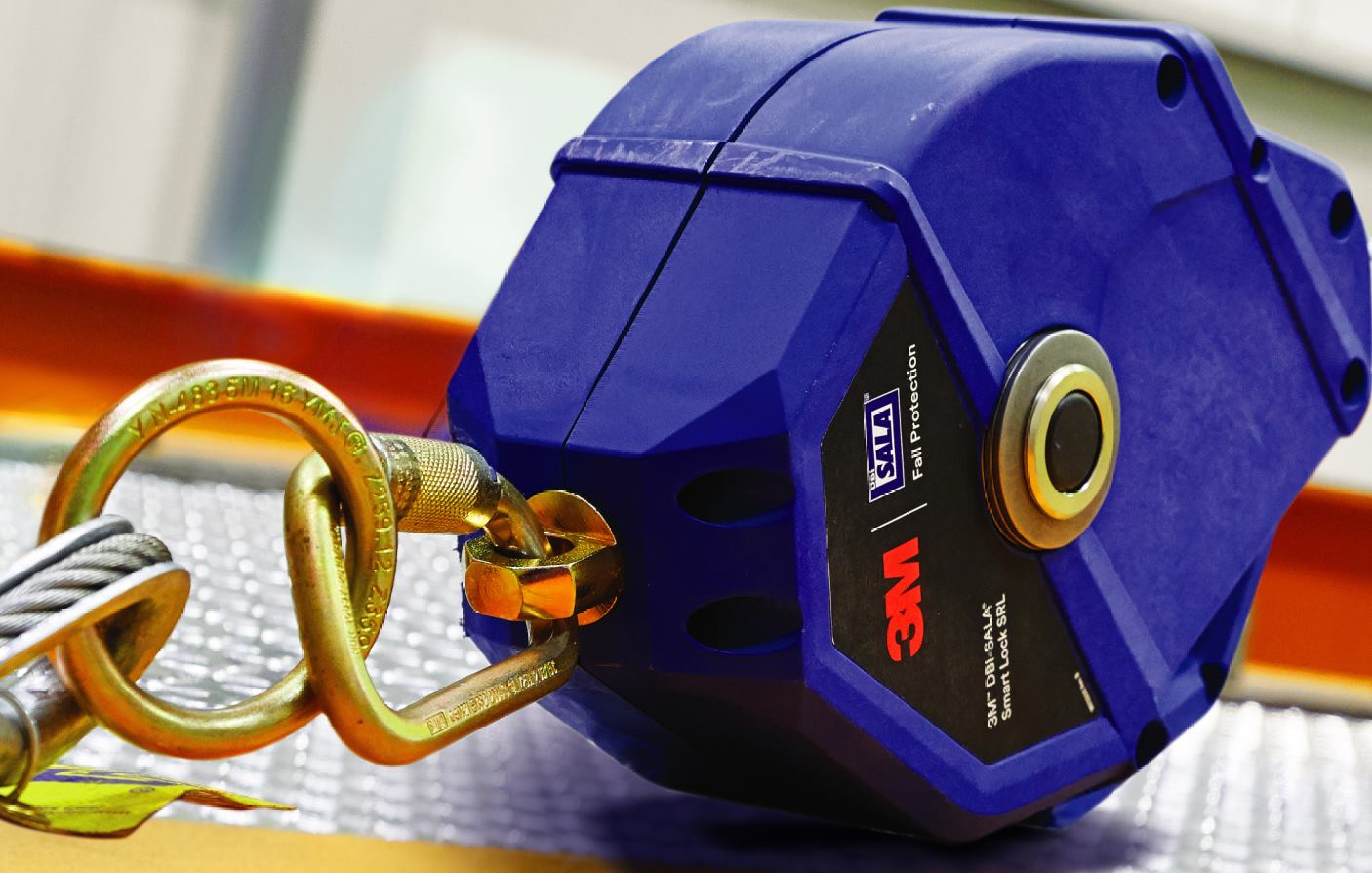
DEPENDABLE RENOVATIONS

PRIORITY CREDIT MANAGEMENT

ROYAL GLENORA CLUB

3M Science.
Applied to Life.™

Helping You Be Safe with
the Right Fall Protection
Equipment



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Dear Reader,

Welcome to the latest issue of Business World Magazine, our second-to-last of 2019. The year may be wrapping up, but for this month and next, we still have plenty of stories of business excellence to share with you.

This time out, we looked at a diverse array of businesses in a variety of industries – including an industry-leading science company that spans multiple sectors, but whose impact is particularly big in the world of safety equipment and training. That would be **3M Science. Applied to Life.** They shared with us the specifics of their leading-edge protection.

Also in this edition, we cover a rising player in the meeting management and special event space. Evolution Event Solutions recently appeared on the Inc. 5000 list of America's fastest-growing companies for the second year in the row. Their founder and CEO, Falon Veit Scott, spoke with us about that rapid growth, what's fuelled it, and how they plan to keep it going.

In the property development industry, meanwhile, we took a look at Vancouver's **Holborn Group** – the company behind the city's second-tallest tower, among other landmark projects. We spoke to Principal Joo Kim Tiah about that project, the vision and principles that inspired it, and his goal to continue shaping the city's skyline.

Finally, there's **Linwood Custom Homes**, one of the longest-standing and most highly-acclaimed designers and builders in Canada. At the Canadian Home Builders' Association National Award for Housing Excellence, they have proven their supremacy time and time again. Vice President Craig McFarlane is the mind behind many of the company's award-winning and award-nominated projects, including their most recent, and we talked to him about how he keeps it up.

All those stories can be found on the coming pages. We hope you enjoy, and we hope we'll see you back here to conclude the year!

*All the best,
The Editorial Team*

From The Editor



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

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BUSINESS WORLD MAGAZINE

FORM AND FUNCTION

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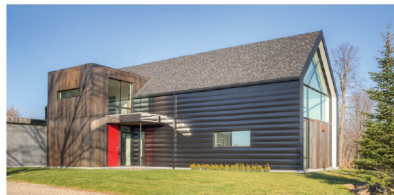
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Evolution Event Solutions

Getting it done

Holborn Group

Elevating Vancouver

Linwood Custom Homes

The best in Canada

PARC Living

The first choice in independent living

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ROYAL GLENORA CLUB



LINWOOD CUSTOM HOMES



HOLBORN GROUP



EVOLUTION EVENT SOLUTIONS

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.



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 .

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.

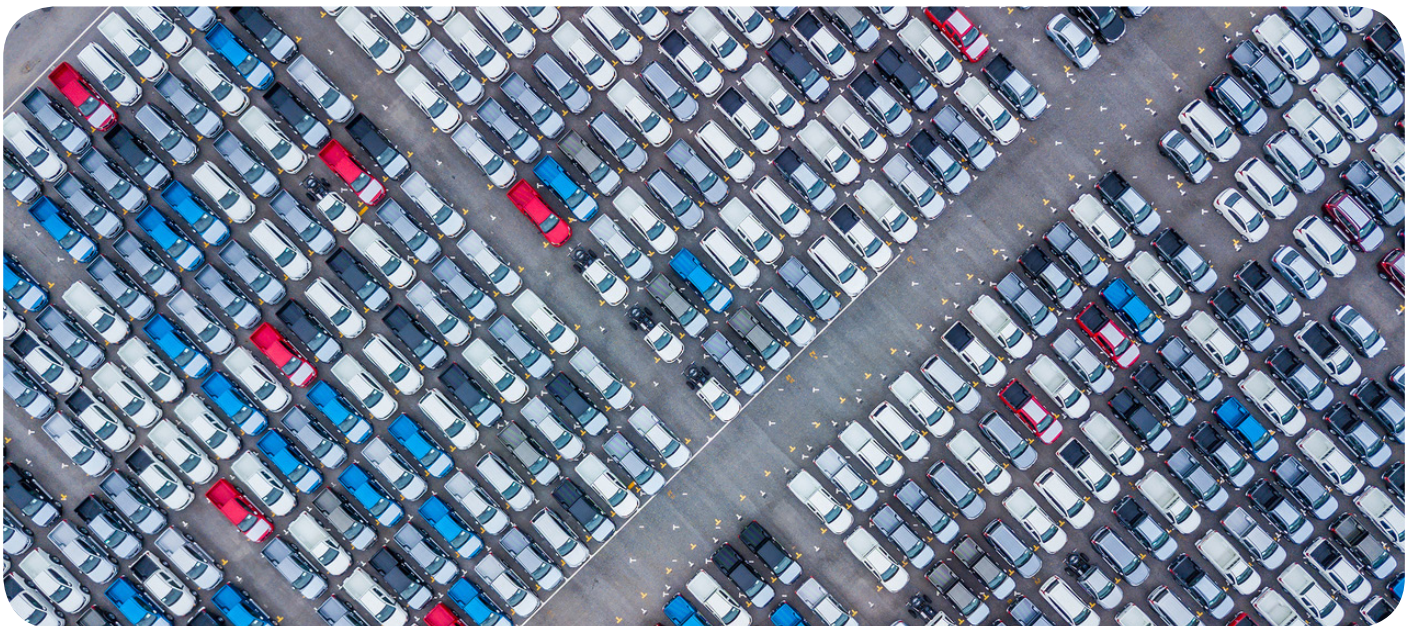
The hefty B pillars used in conventional vehicles to meet structural requirements for crashworthiness are undesirable in a self-driving scenario. To enable large windows and an unobstructed view without sacrificing passenger safety, lightweight aluminum will be the strong material of choice.

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. .







Helping You Be Safe with the **Right Fall Protection Equipment**

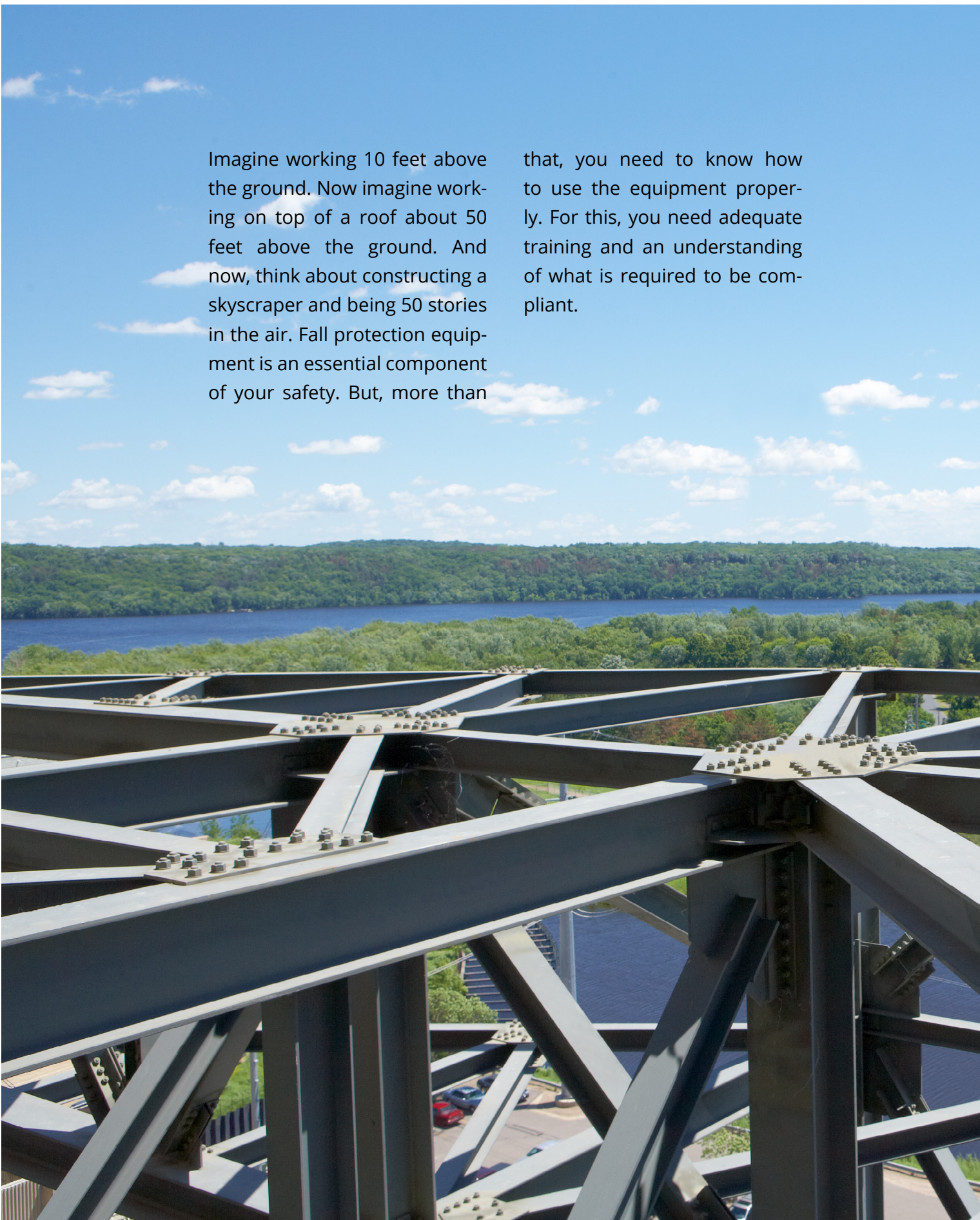
Imagine working 10 feet above the ground. Now imagine working on top of a roof about 50 feet above the ground.





Imagine working 10 feet above the ground. Now imagine working on top of a roof about 50 feet above the ground. And now, think about constructing a skyscraper and being 50 stories in the air. Fall protection equipment is an essential component of your safety. But, more than

that, you need to know how to use the equipment properly. For this, you need adequate training and an understanding of what is required to be compliant.





One of the Leaders in Leading Edge Protection

“Typically, a leading edge situation will force a lifeline or lanyard to ‘bend’ over the edge in the event of a fall over the edge.”

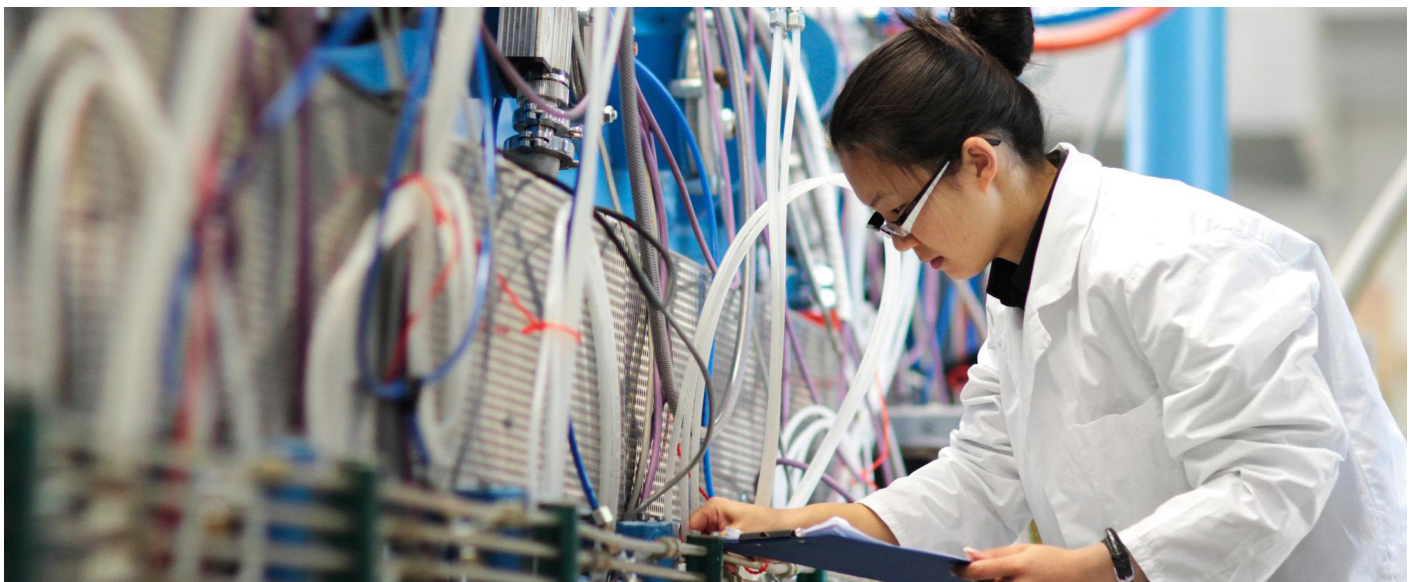
Some of the most dangerous aspects of working at height are leading edge situations. This is work conducted with an unprotected edge, perimeter or border where a fall hazard exists. Typically, a leading edge situation will force a lifeline or lanyard to ‘bend’ over the edge in the event of a fall over the edge. Additionally, many leading edges also present sharp edge hazards that can fray or even sever a lifeline as it bends over the edge. Here are some other risks that exist due to leading and sharp edge situations:

- Increased fall distance because typical anchor point is at foot level
- Unpredictable lock up speed
 - a self-retracting device will only sense a fall when user’s

D-ring moves past the leading edge

- Increased fall clearance requirement due to the increased fall distance
- Increased arresting forces
- Potential for sharp edge to cut or severely damage lifeline
- Increased potential for swing falls

Currently, the ANSI/ASSP Z359.14 standard for Self-Retracting Lifelines (“SRLs”) has specific test criteria that include testing to simulate added free fall distance, testing performed over sharp steel edge (.005 inch radius), and testing for swing fall over steel edge as well as straight down.





Note that there is a difference between leading edge (“LE”) and non-leading edge rated fall protection equipment. With LE equipment, the lifeline material is typically larger, stronger, and more cut resistant. You can use LE rated products on a variety of edge surfaces, such as concrete, and they can be used on finished concrete with a rounded edge. A Competent Person must be involved in selecting the appropriate equipment for your application and have ownership of the setup, which involves training. You should feel

free to consult with us about your application needs and reference the ANSI Z359

. ALL ANSI/ASSP Z359.14 LE devices MUST have a shock absorbing method between the worker and the SRL. There are also clearance requirements for LE rated products. Typically, more fall clearance is required because of added free fall distance when anchored at foot level. The exact clearance depends on product type, anchorage point location and user weight. For example, SRL-LE

“They have high-capacity and uniform energy absorption designed to balance peak force, capacity and deflection.”



models anchored at foot level, set back from edge and with swing fall possible, will exceed 15 ft. of required fall clearance. Recently, on July 25, 2019, 3M Fall Protection announced an immediate stop use and recall of all 3M™ DBI-SALA® Twin-Leg Nano-Lok™ edge SRLs and 3M™ DBI-SALA® Twin-Leg Nano-Lok™ Wrap Back SRLs due to potential partial deployment of the energy absorber under limited circumstances. On August 6, 2019, 3M announced it had resolved the issue on the ANSI version of the Twin-Leg

Nano-Lok edge SRLs (these are leading edge models) and identified units that could be repaired. The solution means that these units have been certified to ANSI Z359.14 and, once repaired, are safe to return to service (repaired units are identified by a green check mark on the front label). The stop use and recall is ongoing. For more information regarding the original Stop Use and Recall Notice and all updates regarding affected products, see www.nanolokedgerecall.com.

“This is what’s really going to put Guelph on the map.”



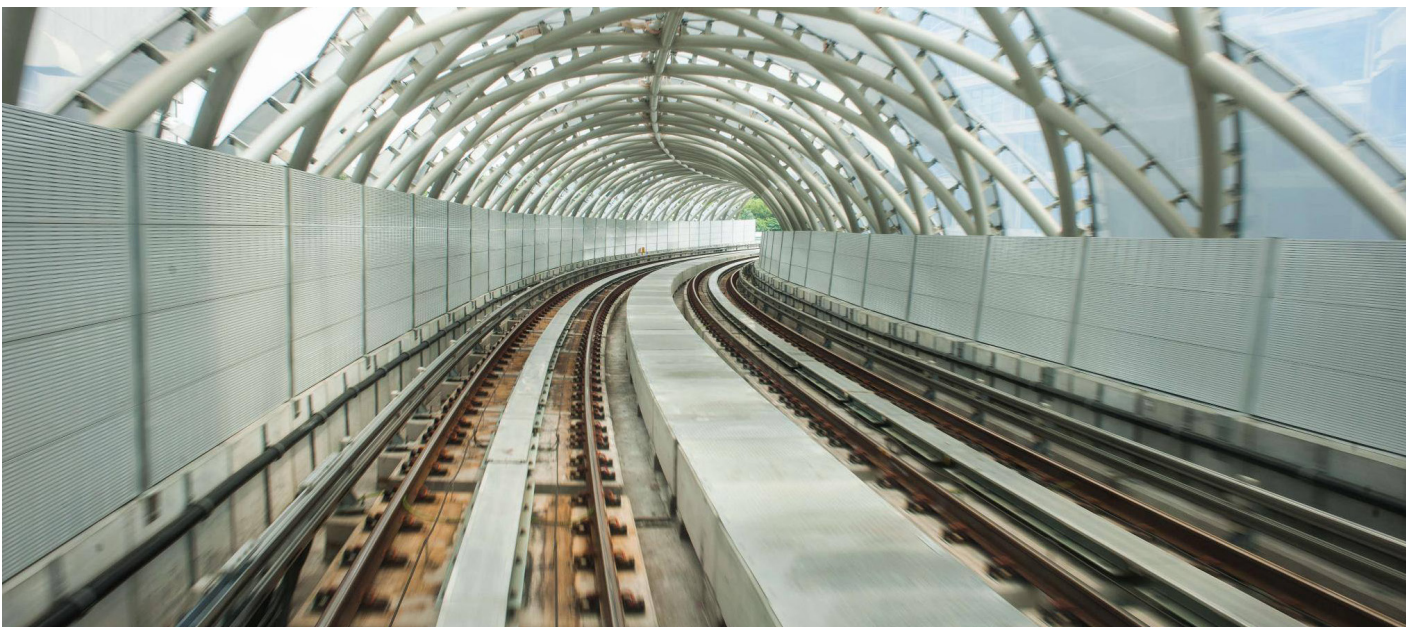
Horizontal Lifelines

“We also offer on-site safety training across our portfolio customized to the unique environment of your facility.”

How do you improve on one of the best permanent horizontal lifeline (HLL) systems in the industry? You give it robust cloud-based software that makes it easy to calculate and design systems. And you make it easier to install and use. Then you design it with components that make the system stronger and offer more uniform energy absorption. The 3M™ DBI-SALA® 8 mm Permanent Horizontal Lifeline Systems make it easier for you to design, specify and install HLL systems across a variety of industries, applications and orientations than ever before.

These systems meet the requirements of OSHA 1926.502 and have stainless steel components to help provide long-term

corrosion resistance. They have high-capacity and uniform energy absorption designed to balance peak force, capacity and deflection. The robust travelers offer continuous system travel, including bypass of intermediate and corner brackets and incorporate a large D-ring for easy connection. They are designed for use on modern building projects, refurbishments and industrial safety applications, and can be fitted to steel beams, concrete and brickwork. They are suitable for use on older roof constructions in conjunction with fabricated anchor posts. These systems represent another type of fall protection that can be a vital component of your safety protocol.



Training

“At 3M, we have a dedicated customer service team, a fleet of demonstration trucks that will go on-site to your location, as well as extremely knowledgeable sales coverage across the US and around the world.”

Equipment is only one part of the equation when it comes to protecting workers at height. Fall protection equipment and PPE are often misused, thus creating an inefficient or improper system. Training on how to use the equipment properly and how to work safely in dangerous environments is paramount. At 3M, we have a dedicated customer service team, a fleet of demonstration trucks that will go on-site to your location, as well as extremely knowledgeable sales coverage across the US and around the world. This fleet of specialized demonstration vehicles can bring on-site, hands-on fall protection

demonstrations to your workforce. This provides an excellent introduction and awareness to fall protection and safety at height.

When it comes to protecting your workers, 3M Safety Training offers a variety of classes and services to meet your needs. Our full range of fall protection, confined space and rescue training courses are offered through the year at our state-of-the-art training centers. We also offer on-site safety training across our portfolio customized to the unique environment of your facility.



Our Instructors

3M has a dedicated team of experienced instructors around the world. Our U.S. trainers come from backgrounds including fire service, search and rescue, occupational health and safety, law enforcement, and military service.

We also have knowledge and expertise in oil and gas, transportation, construction, utilities, mining and many other industries, enabling our instructors to optimize the training experience for your workers. At our site or yours, our instructors deliver quality training focused on learner engagement, knowledge retention, and practical hands-on exercises.



Open Enrollment Safety Training

3M Safety Training has a network of centers across the U.S., including key locations in Red Wing, MN, Houston, TX, and Orange County, CA. Our centers are designed to immerse the student in extensive hands-on exercises that will prepare them for the diverse demands of your job sites. Our open enrollment classes are a great opportunity to learn with other safety professionals from various industries while receiving industry-leading safety training.

On-site Safety Training

Train your team in their own work environment with our on-site training. We'll send one of our experienced trainers along with the necessary safety training equipment to provide your team with world-class safety training. This avoids the disruption of sending your workforce offsite. Choose from our complete safety training portfolio or work with 3M Safety Training to modify a course to meet your specific training requirements.

Watch Our Free Videos

"Thinking About Fall Protection" is an 11-part educational video series designed to give an awareness overview of the basics of working safely at height. The series covers the ABCD's of fall protection, at-height fundamentals, fall clearance calculations, and types of falls and hazards. The video series is not a substitute for certified training but does provide an excellent introduction to the topic.



VR Training

We also offer virtual reality training, which can be a great additional resource because it:

- Helps training be more enjoyable and engaging
- Assists in improving retention and recall
- Suitable for different learning styles and a multi-generational workforce
- Encourages companies to continually review basic safety standards
- Helps reveal individual opportunities for improvement



Worldwide Training Facilities

We offer a broad curriculum of courses in our training centers around the world, from fall protection and rescue to specialty courses for a particular trade or industry. Many facilities also offer on-site training options that bring our experienced trainers and comprehensive programs right to your facility.

With our history of innovation and excellence, 3M Personal Safety Division offers customers the quality products, expertise and service of the trusted 3M™ DBI-SALA® and 3M™ Protecta® Fall Protection brands. With 3M Fall Protection equipment, you can help elevate your employees' safety and comfort to new heights.

**3500214 3M™ DBI-SALA® Nano-Lok™ edge Quick-Connect Self-Retracting Lifeline 8 ft. (2.4 m) lifeline with 3/16 in. (5 mm) galvanized steel wire rope and aluminum captive carabiner, quick connector for harness mounting. Systems designed to make everyone's job easier. *Anchor posts not supplied by 3M Fall Protection.*



ALL ABOUT FAMILY

The Royal Glenora Club is an Edmonton athletic and social club founded with a long legacy and an exciting future. For almost 60 years, they have been providing high-quality athletics, activities, dining, and experiences – all in a safe family environment and welcoming community atmosphere. They offer a complete approach to sports and wellness, in addition to providing a lifestyle they believe no other club can match.



RG

ROYAL GLENORA
CLUB

EST. 1961





However, at the Royal Glenora Club, they do not believe on resting on their laurels. They recognize that to maintain their legacy, they need to continue to evolve and impress Edmonton's growing population. To remain one of the city's most sought-after destinations, they need updated programming, state-of-the-art services, and renovated facilities. With that in mind, their membership recently voted in favour of a spending resolution to allow the club to spend up to \$30 million on a major redevelopment project.

That project – called the #2021Project or the Redevelopment Project – aims to bring the club into its next phase of life, just in time for its 60th anniversary.

The goal is to celebrate that anniversary by "ensuring the club will stay current and vital for another 60 years," according to Dustin McAvoy, the club's Chief Executive Officer.

Dustin has personally been with the Royal Glenora Club since October of 2015, when the Board of Directors hired him as the club's first CEO. He comes from a background of sports and leisure management, and has worked overseas for many years with several hotels and resorts brands. His first experience with a private member club was in Hong Kong, where he served as the Operations Manager of The American Club for over four years.







Following his time in Hong Kong, Dustin was prepared to take a leadership role at another member club in India. He was drawn back to his native Canada, however, by the opportunity presented by the Royal Glenora Club and its redevelopment. He was excited by the prospect of taking such a significant historical institution and helping lead it into a new age.

"We're taking an existing clubhouse, one that's important to Edmonton – and really, important to the entire province of Alberta – and we're making it current," Dustin says. "We're putting our stamp on it."

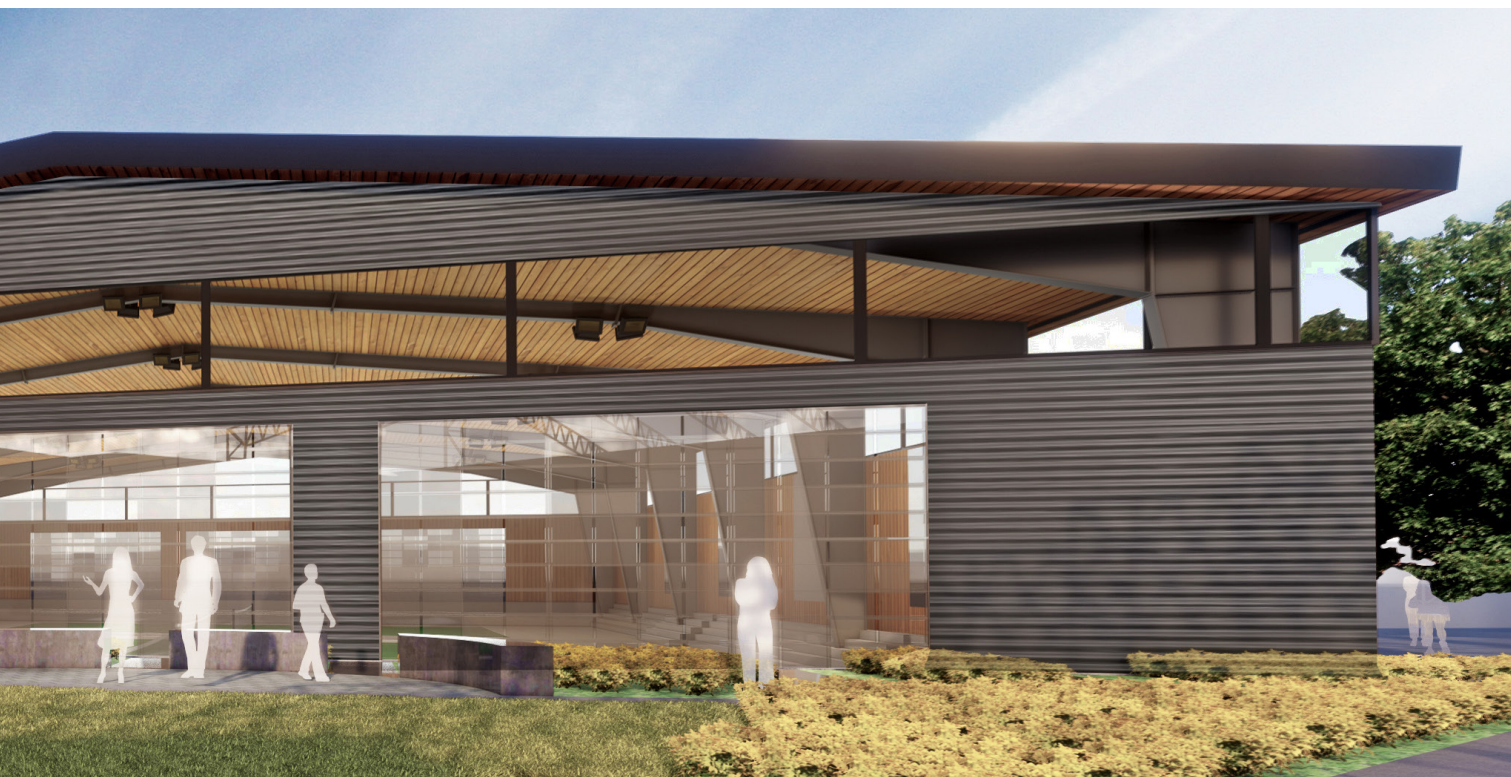
"We're a tired building," he adds. "We have a 1961 building, and a

lot of the infrastructure is still original. Parts of our roof are from 1961. The main part of our kitchen is from 1961. There's a lot of modernizing to be done, and being part of that process is exciting."

Dustin was also excited by the unique challenges of the redevelopment. For example, because the Royal Glenora Club is member-owned, they needed to hold a vote before pursuing any redevelopment project, and they needed at least 75 per cent approval. Also, because the club is on land leased from the City of Edmonton, they needed to get local government on board as well.

"We have a 1961 building, and a lot of the infrastructure is still original."





Before anything else, however, they needed a plan. Dustin recalls spending his first six months of the job in assessment-mode, figuring out where the wear-and-tear was, and making minor upgrades while preparing for the major one to come. He also recalls looking at ways to attract younger members. When he came on board, the average age of the membership was 52 – it's now down to 41.5.

Lowering that average age was important, he explains, because the Royal Glenora Club has always focused on serving families – including children and adults of all ages. A few years ago, they clarified their vision statement to be “the athlet-

ic and social club that people want to be a part of for life.” To better realize that vision, Dustin focused on junior programming, brought on new staff, and worked to reshape the corporate culture. He also started engaging with the membership in order to create buy-in for the upcoming redevelopment.

Prior to Dustin's arrival, the club had undertaken “piecemeal” improvements over the last decade – they renovated their aquatic centre 10 years ago, for example, and conducted additional renovations to the skating rink and racquet sport courts. They hadn't done anything on the scale of the #2021Project, however. They knew the membership would need some brac-

“For almost 60 years, they have been providing high-quality athletics, activities, dining, and experiences – all in a safe family environment and welcoming community atmosphere.”



“The club commissioned a business case analysis, which determined that a \$30 million renovation was both possible and necessary. “

ing, so they first hired an architect to come up with some conceptual designs they could share, in order to give members a true idea of what they were looking to do and why.

From there, the club commissioned a business case analysis, which determined that a \$30 million renovation was both possible and necessary. With that knowledge in hand, they continued their engagement process. They had an architect come up with three more concepts, which they invited their membership to give feedback

on. Based on that member input, the club nailed down a final design.

The architect behind that final design was Stephen Boyd – then a Principal of KENNEDY, now a Principal of Arc Studio. Dustin says the club has worked closely with Stephen and his team throughout the whole process, which he describes as very collaborative. He says the same is true of their other partners on the project – including Carlson Construction, the builders, and Altus Group, the project managers.



CIBC is proud
to support
the Royal
Glenora Club

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Everything under one roof

“Another major change is the relocation and expansion of the fitness centre.”

Prior to the Redevelopment Project, the sports areas of the Royal Glenora Club were already in pretty good shape – the pool and arena had been previously renovated, and the tennis, badminton, and squash courts remain in good condition. The focus of the redevelopment, then, is “everything else.”

For example, the food and beverage spaces will be overhauled. The club will introduce a “grab ‘n go snack shack,” which will be a quick and convenient way for members to grab something to eat on their way in or out and improve traffic in the dining areas. Existing outlets, meanwhile, will be expanded and modernized, as will the banquet facilities, the kitchen, and the

cafeteria. In the approved redevelopment, member dining will increase in size by an estimated 269 per cent.

The locker rooms will also be expanded. The men’s and women’s locker rooms will include double the current number of lockers, increased leisure space, USB ports for phone charging, and private fob access for members only. New family locker rooms will also be accessible for young members and families to use, and will include private floor-to-ceiling change rooms, private shower and washroom stalls, and increased number of lockers.

On the same note, the club’s already-vital childcare services



will be enhanced. A new outdoor space will be created, as well as a dedicated first-floor entrance.

Another major change is the relocation and expansion of the fitness centre. The new facility will be in a much more open and functional space, and will include increased capacity. There will also be new member-requested space for yoga, private lessons, and other closed-door activities.

In past surveys, members also requested more wellness offerings. In the approved redevelopment, the club will thus gain an exclusive River Valley Spa, which will offer massage,

esthetic services, full body treatments, and more. The new men's and women's locker rooms will also feature private massage treatment rooms servicing up to two members at a time.

One of the most significant elements of the redevelopment will be the construction of a new structure to cover the outdoor tennis courts. Dustin estimates that structure will be valued at roughly \$3.5 million by itself.

That investment is worth it, however, because tennis is the most in-demand sport for members and potential new members. The club is also currently the only facility in all of Canada

to have synthetic clay courts, which they added roughly two years ago. Dustin says membership has been "overwhelmingly positive" about their experience on those courts, but weather in Edmonton has limited access to them to only five or six months a year. The new structure aims to remedy that.

Finally, Dustin says the club's exterior and building envelope will look very different by the time the redevelopment is done. Currently, it looks almost exactly as it did when they first opened their doors in 1961. The makeover will help bring the club into the 21st century.



A huge success



Construction officially commenced on the first phase of the redevelopment roughly two months ago, and is expected to be completed in 2021. The club will remain open throughout the length of the process, which means communication with the membership will be of the utmost importance. So far, Dustin says, the feedback on that front has been positive.

"We do our best to make sure membership is always aware of where we are in the process and what areas are going to be effected at all times," he explains. "We send out a weekly email every Wednesday, and every two weeks we provide a longer Friday redevelopment update. We also put out infor-

mation on twitter, Facebook, and Instagram."

The Royal Glenora Club has been around since the 60s, however, and they have some older members who don't use the internet. That's why they have also provided a "redevelopment hub" in their main lobby, where they keep print-ups of the redevelopment updates, and where they display up-to-date information about the construction that is happening on that same day.

In general, the club puts a premium on communication with their membership. Dustin credits that communication to last year's successful vote on the redevelopment. He recalls keep-



ing in constant contact with membership for almost two years in the lead-up, making sure that they were all aware of both the necessity and the practicality of the upgrades.

He also credits the club's strategic decision to conduct cash calls of membership prior to the vote. They needed to raise \$5 million in equity to fund the renovation, which meant collecting \$6,500 from every shareholder. They were concerned that members would vote 'no' because they didn't want to raise the money, regardless of the best interests of the club. They ended up losing roughly 170 members in the process, but those were mostly members that didn't use the club very much anyway.

"Our members had to look at the

value proposition," Dustin says. "They had to ask themselves if they used the club enough to justify another \$6,500. The people that left, understandably, really didn't use the club a lot. That was reflected in our average spend. With 170 less people, we were still making just as much money or more on a daily basis."

When it came to the members that remained, the Royal Glenora Club went to great lengths to ensure everyone had their say. They set up the voting station in the middle of the lobby for everyone to see, they allowed for advance voting a week ahead of time, and they even engaged a firm that specializes in elections to conduct a 'get out the vote' campaign. As a result, 84 per cent of eligible members cast their ballots, and 87 per cent of

those members voted to support the project.

"That's really unheard of in private member clubs," Dustin says. "Typically, you pray for about 50 per cent turnout. Getting more than 80 per cent of your members to cast a ballot is a huge success."

Moving forward, the Royal Glenora Club hopes to reward that unity by providing facilities and services that will last those members and their families well into the future. If the redevelopment had not gone through, Dustin believes that future would be a lot less bright.

"I was fearful," he admits. "If this renovation didn't happen, I think there would be conversations in five or six years about the club closing down. The





building would have deteriorated to the point where the entrance fees and dues would not be enough to sustain it."

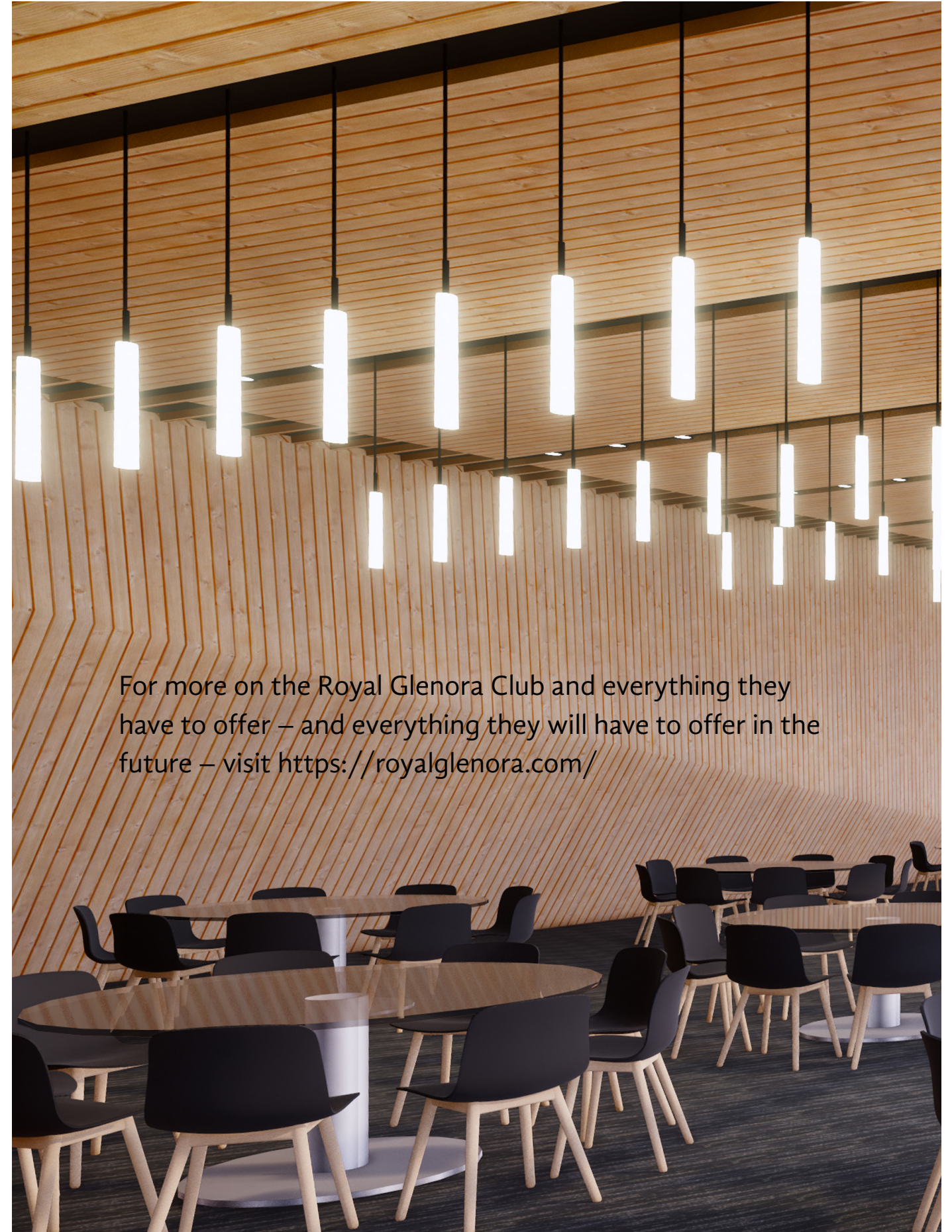
The redevelopment will enhance the family-oriented values of the club, which Dustin also believes was necessary for the survival of the club – in fact, he believes focusing on families is necessary for any club that wants to last.

"Since 2010, over 400 clubs in North America have closed down," he says. "If you don't focus on diversifying your offering

and trying to stay young, you're not going to survive."

"That's why our vision is to be the family-oriented athletic and social club that people want to be a part of for life," he reiterates. "That's something we live and die by at this club. Everything we do here should relate to that vision statement. Families are what we're all about."





For more on the Royal Glenora Club and everything they have to offer – and everything they will have to offer in the future – visit <https://royalglenora.com/>



PRIORITY

CREDIT MANAGEMENT CORP

A photograph of two men on a golf course. The man in the foreground is wearing a dark blue polo shirt, light-colored trousers, a white cap, and glasses. He is in a golf stance, holding a club. The man behind him is wearing a light blue polo shirt and dark trousers. They are on a green with trees and a clear sky in the background.

A one-stop shop **FOR CREDITORS**

Priority Credit Management (PCM) is the leading commercial collection agency in Canada, specializing in credit management, commercial debt recovery, and construction lien filing (Lien-Pro).

Their services are fast, cost effective, and designed to assist clients in receiving maximum return on investment. Their company is backed by 30 years' experience in the industry, but also fuelled by a spirit of innovation and continuous improvement. Their multi-generational team is not satisfied with doing things the way they have always been done. Their mission is nothing less than changing the way customers think about credit management and collections.



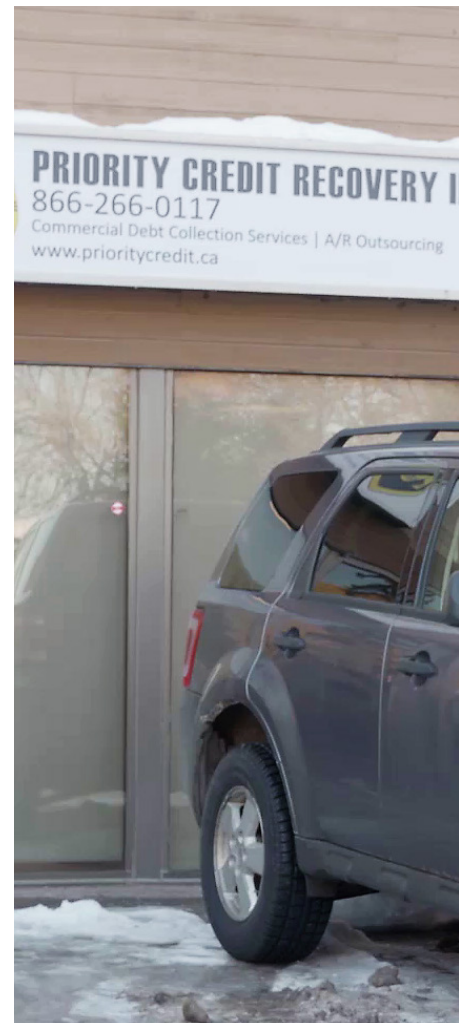
That mission is why PCM recently rebranded, launching a dynamic suite of credit management services, as well as a brand new website. The goal is to position the company as a single source provider for all functions of credit management – as “one company with one mission,” according to CEO Brad Lohner.

In the past, PCM had three operating divisions, each created in response to the needs of the market. There was a commercial debt collection division, a construction lien division, and a division that provided outsourced credit decisions and accounts receivable management, as well as credit staffing and placement services.

Early in 2018, however, the company decided to take a close and uncompromising look at how they did business, and how they could do it better moving forward. Their efforts included hiring an outside consulting firm to conduct in-depth interviews with current, former, and potential clients for each operating division.

What they learned, Brad explains, was that clients and prospects wanted “an elegant solution to their internal system constraints.” That solution had to be “simple to use” and “provide them all the data they need on their payment patterns” in order to speed up cash flow.

The team at PCM listened to







that feedback, and they engaged a world-class software developer to help build a customer credit management system that met all their client's requirements. The result is PCM Pro, their new software and tiered subscription service. PCM Pro synchronizes old technologies, introduces new ones, and gives clients 24/7 access to valuable customer information in an easy-to-interpret way.

According to Brad, PCM Pro helps creditors by providing "all the support and tools they need to succeed."

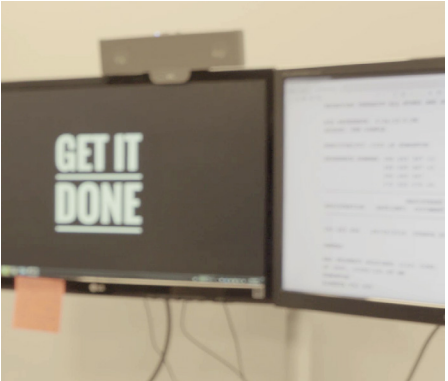
Today, the majority of PCM's clients are associated with construction. Brad believes they benefit from PCM Pro more

than anyone, mostly because it helps them avoid liens, which he says "almost nobody in the construction world likes." PCM Pro was designed to prevent liens from happening in the first place.

"It was designed to give general contractors better control over the construction pyramid," he explains. "It gives them much better lines of sight over their trades and suppliers and their credit quality. It will lead to a lot fewer surprises."

Much of the time, Brad says that liens are the result of "communication breakdowns," and "the only people that end up making money are the lawyers." As a company that does a

"An elegant solution to their internal system constraints."





lot of work in that arena, PCM saw how much frustration and waste resulted from the traditional system.

PCM Pro mitigates that frustration and cost by bringing all the contractors, subcontractors and suppliers onto one system, and allowing each stakeholder to see up and down – but not across – the construction pyramid.

“If you’re the HVAC provider, you can’t see what the flooring supplier is doing,” Brad explains, “but you can see the owner, you can see the general contractor, you can see yourself, and you can see anyone you hired below you and anyone they hired.”

“As draws occur, you can see the invoices going from red to green where they have been paid,” he continues. “So if you’re a general, and you’ve released a bunch of money, you will be able to see what invoices are paid and what invoices are past due all the way down the construction pyramid.”

“That tells you a number of things,” he says. “That tells you if someone in your supply chain is not as financially stable as they should have been, which might lead to trouble completing the project, and is something you should know. It also shows you anyone who’s not getting paid, and it shows you that clock is ticking. It forces people to talk. If there’s a problem, it gives

“That mission is why PCM recently rebranded, launching a dynamic suite of credit management services, as well as a brand new website.”



them time to potentially make alternate arrangements before a lien is filed."

When requested, PCM will also provide full credit checks on companies in the supply chain, in order to ensure they are sufficiently capitalized for the job at hand. That's another way they can help prevent liens from becoming necessary.

In addition, the more companies that subscribe to the system, the more information it will provide, and better it will

work moving forward.

"You won't be able to see the details from other users," Brad stresses. "Anything confidential will be kept confidential; we'll only share information that's in the public domain. But that information is still super helpful. We are helping to centralize the information from different sources. It can show if the contractor is capitalized well enough to finish your job, or it can show you if they are spreading themselves too thin – for example, lots of liens are

filed against them."

"We want this to be a hub that creditors can go to," he says. "We want to be a one-stop-shop for them, where we provide them all the info they need with just a few clicks. In the past, they might need eight different vendors to keep track of all that information and provide those services – now they just need one."



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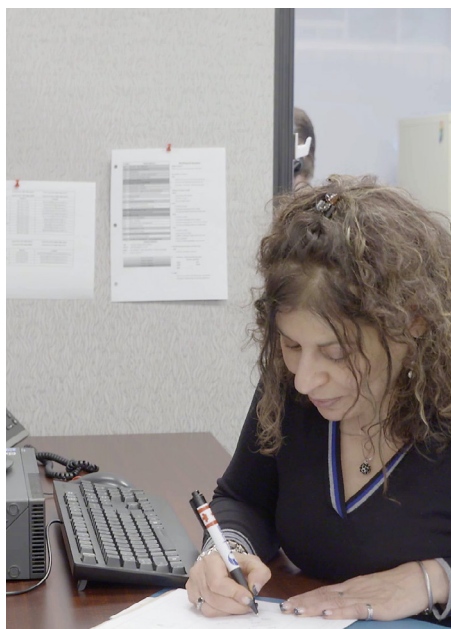
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Investing in relationships

“Clients tend to feel pretty good about keeping us on after that, because if we’re going to make that kind of investment, they can tell that we’re serious.”



PCM is about more than just technology, however. The company will continue to be successful, because they put their clients first.

Brad recalls what the company learned when they were conducting their in-depth interviews with past, present, and potential clients:

“Among the people we already worked with, the number one thing they liked was that we had their back,” he says. “They knew they could count on us. They didn’t need to explain things to us; they didn’t need to follow up all the time. They could send the work to us and they just knew we would do what’s in their best interest.”

That kind of trust is rare in the collections world, he explains. He believes they have earned it by working with clients closely, by walking them through the entire process, and by being there for them when they need them.

Those factors are why the majority of PCM’s clients are long-standing. Three of their largest clients have even gone through mergers or acquisitions over the last dozen years, and the result-

ing company has still retained their services. That’s because when that happens, Brad and his team makes it a point to fly to wherever they need to in order to introduce themselves to the new company and explain their value.

“To my mind, we make a large initial investment in our clients from a relationship perspective,” Brad explains. “We make sure they are 100 per cent comfortable with who we are, how we operate, and why we were a vendor for the company that got purchased.”

“Clients tend to feel pretty good about keeping us on after that, because if we’re going to make that kind of investment, they can tell that we’re serious,” he says. “Most companies wouldn’t do that, but we’ve come out smiling every time, so we’ll continue to do it. It seems to be working for us.”



A father daughter journey



Brad credits the evolution of PCM, at least in part, to the involvement of his daughter and Executive Vice President Alysia Lohner. She has been involved in the business for over six years now, and she has always been skilled at bringing about efficiency and growth.

"There are ideas that Alysia and her team have had that I never would have dreamed of in a million years," Brad says. "The stuff they come up with is just brilliant. It gives me the juice to come into work every day, just to see what they come up with next."

Both Brad and Alysia began their careers in the industry at a young age. Brad, for example,

started working in collections while just out of high school. He bought into a large agency four years later, and worked there for over 19 years. Alysia grew up around that business, doing business projects for her dad during summers of junior high. At as young as 10-years-old, she remembers answering 'What do you want to do when you grow up?' with 'To be just like my dad.' While Alysia was in high school, Brad decided to quit his job at a large collections agency and make the change from the consumer collection side to the commercial business. To that end, in 2005, he launched Priority Credit. Alysia, meanwhile, went on to attend MacEwan University – all the while working for her dad in filing liens and





answering sales calls during her breaks. After Alysia graduated with her Bachelor of Commerce degree, majoring in management, she officially joined the company in June of 2013.

Shortly into the life of his company – then called Priority Credit Recovery (PCR) – Brad was contacted by a US-based customer who wanted to file a builders' lien. That's how the lien side of the business – Lien-Pro – came to be. When Alysia joined the company, that side was what attracted her interest. She built a team and expanded the services and client relationships associated with liens across Canada. She became very familiar with the frustrations of the industry, and she dedicated herself to coming up with a solution.

It was to that end that the company amalgamated and became PCM. Both Brad and Alysia are excited about what they can accomplish under this new banner, and with their new technology.

"The next phase of the new PCM is a game changer for the collections industry," Alysia says on their website. "What I have experienced with the former PCR and Lien-Pro is realizing that we can be the integral part of the total credit process and position PCM as a valued partner to manage our clients' risks and provide support."

"With Alysia taking on more and more, I see myself looking for opportunities for PCM to stay competitive and innovative for

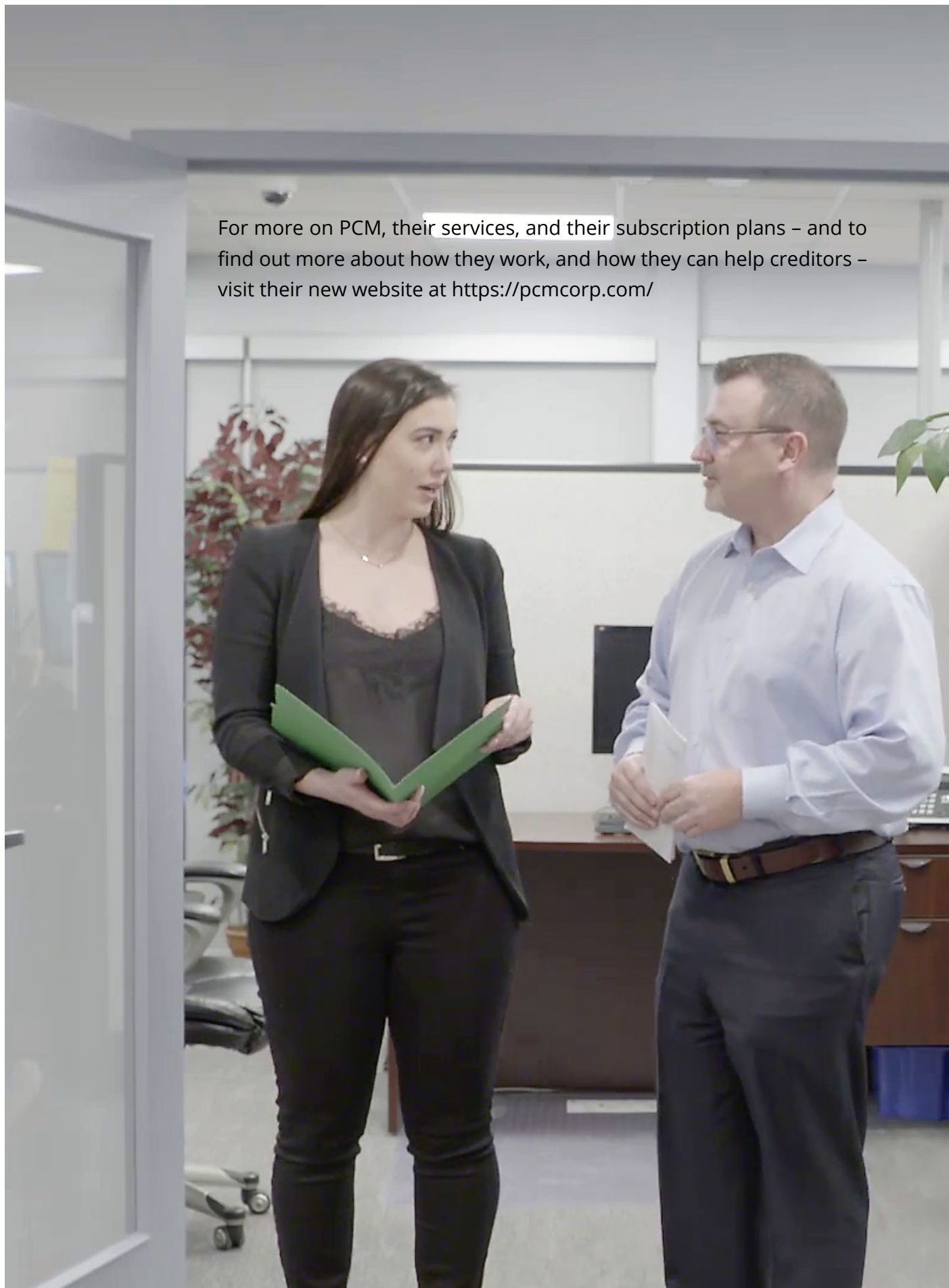
our clients," Brad added. "Being able to work with my daughter and have someone who is talented and passionate about the business is amazing. We feel fortunate that our aspirations from our younger selves brought us on this same journey."

The next step, Brad now says, is for Alysia to make her own investment and buy shares in the company. That process is currently underway.

"It's important to her, it's important to me, and it's important to our clients that the business has longevity," Brad concludes. "That's what we're doing. We're building for the future."



For more on PCM, their services, and their subscription plans – and to find out more about how they work, and how they can help creditors – visit their new website at <https://pcmcorp.com/>





DEPENDABLE
RENOVATIONS™





Living up to **THEIR NAME**

Dependable Renovations is a Calgary-based building company that truly lives up to their name. They know that home renovations can be daunting, and the process can be stressful.



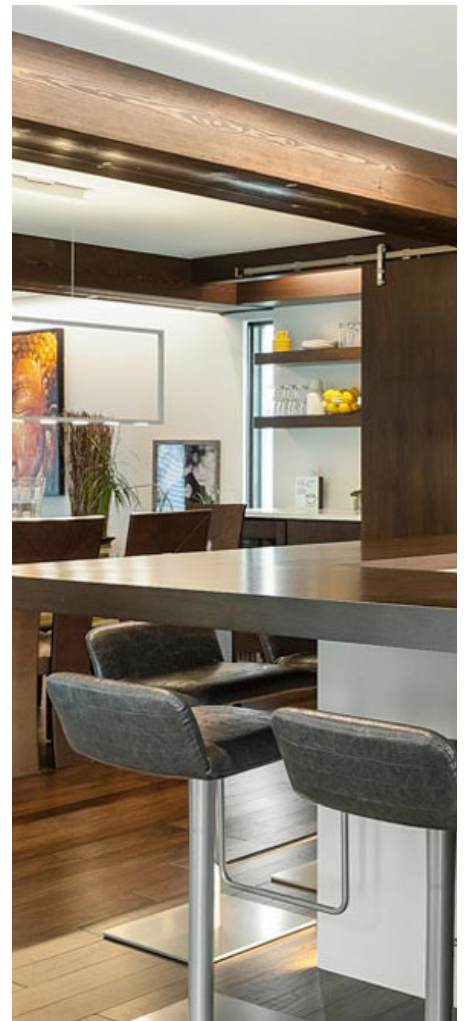
Dependable Renovations is a Calgary-based building company that truly lives up to their name. They know that home renovations can be daunting, and the process can be stressful. They've heard the horror stories from clients who have gone through it before, and they know those stories are too many and too true. They started their company because they wanted to do things differently. They asked themselves what they would want in a renovator, and they modelled their business on their answer.

"We've all heard the stories of renovations gone wrong," says Lisa Johnson, one half of the company's dynamic husband and wife team. "They can be

a nightmare, with trades not showing up on time, project delays, and cost overruns. We've been there and that's why we chose our name."

"We are Dependable," she says. "Clients can rely on us to make their renovation the enjoyable journey it should be."

Lisa and her husband Barry Johnson both have strong backgrounds in the new home construction and renovation industries. Both worked in new home construction for 12 years before moving on to work with a large up-scale renovator in Calgary. In that role, they earned vast experience with a large variety of renovation projects and built lasting relationships with some







of the city's top trades and suppliers. Armed with that experience, they decided to go out on their own.

Lisa and Barry officially commenced Dependable Renovations eight years ago. They believed there was a need in the market for a renovator that "really cared about the clients." They didn't think it should matter how large, small, simple or complicated the project was – they believed every client should receive the same exceptional service and workmanship.

"Everyone deserves a builder that does what they say they are going to do, that is true to their word," Lisa says. "That's us."

Over the years, the company's contracts have ranged in terms of size and value. When Lisa and Barry started the business, they figured they would be spending most of their time on individual kitchen and bathroom renovations. They quickly earned such a strong reputation, however, that clients started reaching out to them with larger jobs, many valued upwards of \$500,000.

Today, Dependable Renovations is geared specifically towards those mid-large scale projects. According to Lisa, the company stands out in that niche due to – what else? – their dependability. That includes their dependable service, dependable pricing, and dependable quality.





When it comes to their service, the company starts by recognising that the renovation and new home building process is often fraught with stress. Their goal is to mitigate that as much as possible, and make it as close to a stress-free experience as they can. They achieve that by guiding clients step-by-step from design through to construction, and providing transparency every step of the way. They remain in constant communication with the client throughout, ensuring they always know what's going on, and they always have the information they need to make decisions.

The company also recognises that some of the most important information a client needs

is about pricing. In that regard, they are very open and transparent, and offer clear, up-front costs. They come to those costs based on a preliminary meeting and walkthrough that includes every member of the trade team – not many builders go to those lengths, but Dependable Renovations does.

"We prepare all of our pricing based on an upfront meeting with all of our trades," Lisa explains. "We bring everyone together, we do a full-walkthrough, and we get all the details down."

"We conduct a real meeting, and we prepare pricing based specifically on that project," she says. "We show our cus-

"They can be a nightmare, with trades not showing up on time, project delays, and cost overruns. We've been there and that's why we chose our name."



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tomers that price. They see exactly how much our costs are. And because we have brought the trades into the process, and we're not just guessing or spit-balling, those prices are guaranteed."

"We give clients a real price which we hold to, and we show them how we got there," she continues. "There's no smoke and mirrors. It's all transparent. Clients know exactly where the prices are coming from, and what they're getting for their money."

Additionally, clients are always kept in the loop through the company's online project management software, which is updated constantly. Clients have 24/7 access to that platform – all they have to do is log in, and they can see everything that's happening on their project in real time.

When it comes to quality, meanwhile, the company is dependable because they are equipped with the right experience and knowledge. Not only are Barry and Lisa highly experienced, but so are their team of highly skilled trade partners and professionals. They all hold equally high standards and are all committed to delivering high quality results.

"We work closely with our trade partners and develop long-lasting relationships," Lisa says. "Most of those relationships go back beyond even the years we've been in business."

"The people we work with are the key to everything we do," she adds. "The quality we provide is thanks to them. There's no way we could do it alone. It's the people who work with us that make the quality possible."

Through their professional conduct, those people also do their part in making sure the client's experience is positive.

"They know what we expect on site, and that's what they do," Lisa says. "There's no swearing, there's no smoking, there's no loud music – there's respect for the client's home."

"We prepare all of our pricing based on an upfront meeting with all of our trades."

"We bring everyone together, we do a full-walk-through, and we get all the details down."



Focused on people



Dependable Renovations' commitment to quality and service has not gone unnoticed or unrecognized by the industry. Their HomeStars and Houzz profiles, for example, are full of overwhelmingly positive reviews and ratings. Houzz has awarded them 'Best of Houzz' for service three years in a row, which means they have been consistently rated at the highest level for client satisfaction on the website.

Those ratings are reflected in the company's history of repeat business and referrals. Before the company joined those two sites, they generated literally all of their work from past clients. Some clients they have worked with on up to five phases of their

house over the years, and many recent clients have pledged to work with them again in the future.

Then there are industry bodies such as BILD (Building Industry & Land Development Association) and the CHBA (Canadian Home Builders' Association) – they have also taken notice of what Dependable Renovations is doing. Over the last few years, the company has won numerous awards and received national recognition for their work.

In 2018 Dependable Renovations won two Calgary BILD Awards for 'Best Home Renovation (with Addition),' and 'Best Kitchen over \$70,000' for their 'Warm & Tranquil' whole



home renovation. They were also awarded 'Best Kitchen' at the Alberta BILD Awards, and the 2019 CHBA National Awards recognized them for 'Best Kitchen' across Canada.

"Warm & Tranquil resonates with people," says Lisa. "It's the transformation of a dated home into a modern oasis. People can relate that to their own house and see themselves in it".

The client on that project first approached Lisa and Barry at an open house they were hosting at a full home renovation they had recently completed in their area.

"They walked into this project, liked what they saw, and started talking to us about their own home," Lisa recalls. "They wanted to do a full-on main floor re-

configuration, and a renovation in their basement and upper floors as well."

The client's existing home was built in the 1970's and has never been renovated. It had dropped floors, sunken living rooms, and a "compartmentalized main floor," including a tiny kitchen, a dining room that was never used, and both a front and back living room.

"It was all really separated," Lisa says. "You couldn't be in one room and talk to someone in another room, because there were walls all around."

"They wanted to open it up," she explains. "They wanted to host large family gatherings, they wanted to entertain, and they wanted a really big functional kitchen that would bring

the entire main floor together."

To achieve that, Dependable Renovations removed three load-bearing walls and replaced them with large engineered steel ceiling beams – which they then clad in walnut, keeping with the client's goal to have a "really warm, really peaceful space." They similarly carried walnut through in the custom cabinetry and barn doors, stained the ceilings to match, and replaced the flooring with natural pecan wood.

The combination of contemporary custom finishes, hidden lighting and an abundance of wood elements resulted in a home that is ultra-modern yet feels peaceful and natural. The name 'Warm & Tranquil' describes it perfectly.



"The whole thing really came together," Lisa says. "The client got everything they wanted, and they were thrilled with the end result. They've been awesome."

Dependable Renovations has also been chosen as award finalist for numerous other projects; in 2018/2019 their 'Fish Creek Retreat' project was nominated for BILD and CHBA Awards for 'Best Home with Addition', 'Renovators Choice', 'Outdoor Living' and 'Whole House Renovation - over \$1 Million.'

The Fish Creek Retreat is the company's largest project to date. They had worked on the same property roughly a year before, reconfiguring the main floor. The clients called them back for Phase 2, and this time around they did additions both above and below grade and added a year-round pool to the backyard. The most significant element of the job was the 1,600-square-foot addition to the second floor, mostly comprising of bedrooms and bathrooms for the family of 7.

"That addition is roughly the size of a starter home," Lisa says. "That's larger than the home I know I started out in. So it was a pretty big deal to add that to a second floor."

Dependable Renovations appreciate all the recognition and industry awards those projects have garnered, but Lisa says the client reaction is what truly drives their company.

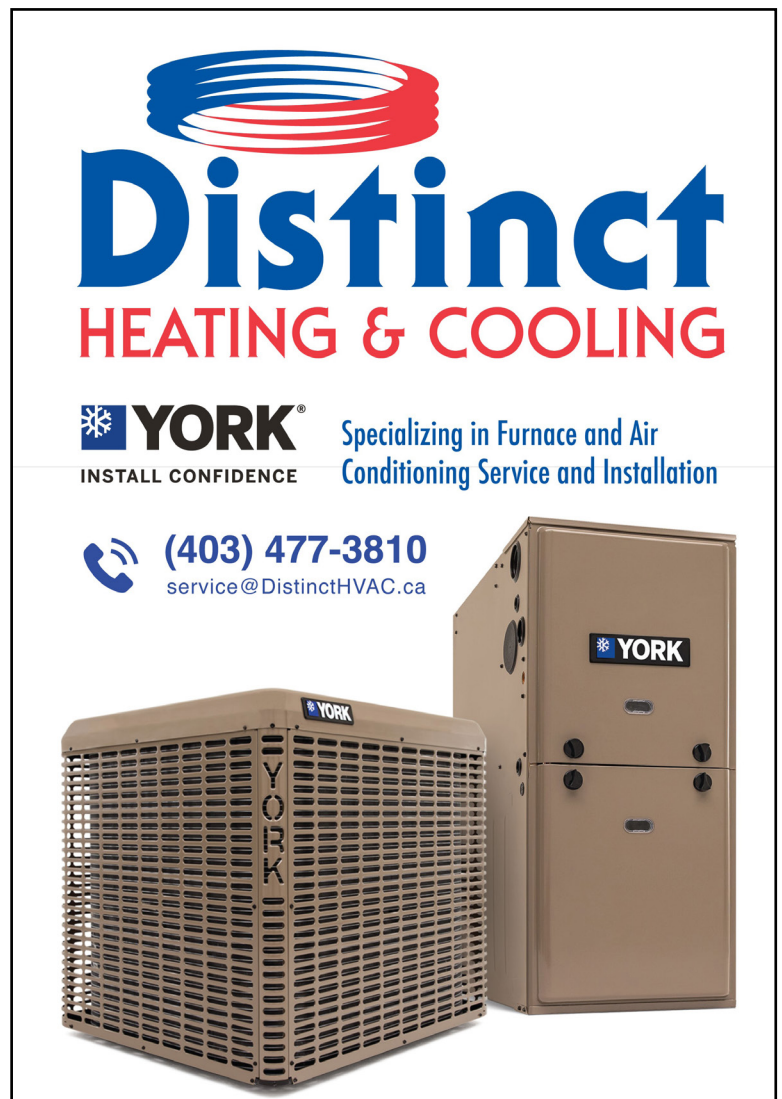
"It's a huge honour, it feels good to win an award," she says. "But it's not why we do what we do. That would be our clients.

They're who we work for. If they're happy at the end of the day, that's what matters."

Lisa says the company will always keep that in mind, even as they continue to grow – and she sees the company doubling in size over the next few years.

"Our focus will always be on people," she says. "We're on a growth trend, but we never want to get so big that we lose sight of what we believe in. We don't ever want to have so many people on the ground that we lose track of what's going on."

In other words, the company will always be Dependable.



The advertisement for Distinct Heating & Cooling features a stylized logo at the top with the word "Distinct" in large blue letters and "HEATING & COOLING" in red below it. Underneath the logo is the York brand logo, which includes a snowflake icon and the word "YORK" in bold, followed by the tagline "INSTALL CONFIDENCE". To the right of the York logo is the text "Specializing in Furnace and Air Conditioning Service and Installation". Below this text is a phone icon and the contact information: "(403) 477-3810" and "service@DistinctHVAC.ca". At the bottom of the advertisement are two tan-colored York HVAC units: a large outdoor condenser unit on the left and a smaller indoor furnace unit on the right, both featuring the York logo.



For more on Dependable Renovations, their past projects, and their range of services – and for all the information you need to know before commencing a remodelling project – visit <https://dependablerenovations.com/>



EVOLUTION: event SOLUTIONS

Getting it Done

Evolution Event Solutions (EES) is a strategic meeting management and special event production company that specialises in turning *events* into *experiences*. Since commencing in 2012, they have created more than 450 memorable experiences for more than 150 clients, all across America and the globe. Their success has been recognized with repeat business, industry awards, and rapid growth.







In recent years, the company's growth has been particularly swift. In 2019, for the second year in a row, they appeared on the Inc. 5000 list, which recognizes the fastest-growing private companies in the United States. EES ranked no. 690, with three-year revenue growth of 632 per cent. The company also appeared on the Women Presidents' Organization's (WPO) annual ranking of the 50 Fastest-Growing Women-Owned/Led Companies, where they were listed 45th.

In a statement celebrating their ranking on the WPO list, CEO Falon Veit Scott, CMM, announced that the company was "thrilled and honored to be a part of this esteemed group of women-owned businesses."

In response to the Inc. 5000 ranking, she was similarly "excited to be named to this renowned list for a second year."

"The EES team is dedicated to creating unique event experiences through collaboration and the development of a business strategy that meets our clients' objectives," she said. "Our continuous growth is a direct result of our clients' growth and we're excited and determined to play a role in helping them achieve their goals."

Falon also credits the growth to the company's team, she says now – starting with their leadership.

"From me down to my directors, we are a driven-group of women, and we don't stop at







‘no,’” she says. “When we’re presented with a challenge, we conquer it. I lead the company that way, and my directors lead their teams that way, so that attitude trickles down through the ranks. Everybody has the same mentality to get it done.”

‘Getting it done,’ Falon explains, means “knowing what their clients want and thinking through everything.” It means always moving forward, learning as they go, and facing and surpassing every obstacle they encounter.

“Events are really hard,” she says. “It’s known as one of the most stressful careers. It’s up there with neurosurgeon and firefighter, and there’s a reason for that. Having a wonderful team in place that has the drive and the expertise to push forward every day, to overcome all the setbacks we go through, and to make everything perfect – that makes it a little easier, and that’s why we’ve been successful.”

Falon has personally been in the events industry for 20 years





now, starting from her time in college. Prior to forming EES, she worked with another global company, producing events all over the world. She always intended to strike out on her own, however. On August 1st of 2012 she pulled the trigger. From there, EES itself evolved quickly, consistently growing their revenue and adding several employees per year.

Again, Falon shares the credit for the company's sustained success with those hires:

"I can only lead so much," she says. "I have wonderful people in place who follow my leadership and we do it together."

Partnering with clients

"The EES team is dedicated to creating unique event experiences through collaboration and the development of a business strategy that meets our clients' objectives,"

When Falon started her own event production business, her goal was to provide a different kind of service than other companies in the space. She had both witnessed and experienced firsthand how those other businesses operated, and she had a different idea.

"I don't know another event company that operates the way we do," she says. "What makes us stand out is that we treat every event, meeting, conference, tradeshow, horse race, or festival – whatever we do – as a business. That sounds like common sense but it's really not."

Other companies, Falon explains, tend to adopt a laser focus on the one event they are

responsible for, and they don't think about how it impacts the rest of the client's business.

EES, on the other hand, starts by listening to the client – "another thing that sounds like common sense, that you would think other people do, but they don't," Falon says.

"We have very in-depth meetings with our clients. We talk about their goals and objectives for not only what they're about to put on, but what they're doing with the company as a whole. We embed ourselves as fully as we can in order to learn and glean all that information. We want to make sure we align all the decisions we make with their overall company mission,





values and goals.”

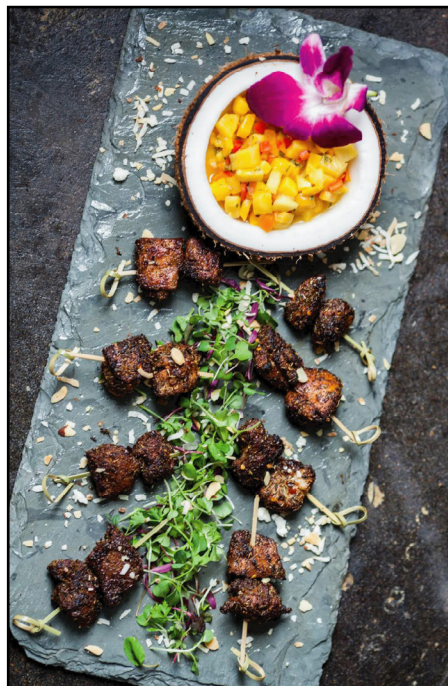
“Then, the first thing we do is set up the budget,” she adds. “Most companies, and most people in general, don’t want to talk about money, but we want to talk about money first thing. We don’t want to put a meeting or event together and have the client blindsided because the event cost more than they thought it would. That’s not how we want to work. We want to make sure we’re open and transparent.”

The result of that understanding, openness and transparency has been a lot of satisfied customers, and a lot of repeat work. EES has not lost a client to date, and many of their clients have engaged them more than once. Some of their main clients have been working with them ever since the company first started – which is exactly the company’s goal.

“We don’t have the mindset of coming in and producing one meeting or one event and then we’re out,” Falon explains. “We

want to have a long term partnership. And if they do more than one event a year, we want to eventually take those on as well.”

“We really partner with people in a very strong way,” she adds. “We have clients now who tell us that they couldn’t function without us.”



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The right people

Beyond experience, the company looks for “ambition and drive.”

Once again, Falon credits EES' strong relationships with clients to the team members who support them – and those team members are always carefully selected. The company goes through a “very laborious hiring process,” Falon says, “because it takes time and money to invest in someone and we can't mess it up.”

Over the years, that process has evolved. At the start, they believed they could hire anyone organized and teach them events. Since then, the company has grown so busy – and their standards have grown so high – that they require their applicants to have no less than seven years' experience in the events industry.

Beyond experience, the company looks for “ambition and drive.”

“Those are the most important things to me,” Falon explains. “If someone just wants a 9-to-5, they're not going to work for me. They're not going to be on this team. Now, do I want to overwork my team? Absolutely not. But are events 24-7? Absolutely, they are.”

“So my team has to understand that they're going to have to travel, they're going to have to answer their cellphone at 10 o'clock at night – because they have to do the right things by their customers.”

“And therefore, they're going to



progress in their career,” she adds. “We have a lot of upward mobility at EES, even though we’re small. Most of our team has started at the bottom and moved their way up, and because we’re growing, there’s even more opportunity.”

EES team members, in return for their dedication, are also empowered to make decisions, as well as to provide genuine input on the operation of the company. They are also given different awards, bonuses, and compensation in recognition of their hard work.

“We try to do a really good job in giving back to our team,” Falon says. “We’re a truly a family here. We have a real family mentality. We go to war together, and for each other.”

The outcome has been that in seven years, EES has lost only two people – one who gave birth and wanted to devote time to motherhood, and another who didn’t want to do events anymore and is now very successful in another industry. That kind of retention is very significant for the events industry, where the turnover is typically much higher.

EES has created similarly strong outcomes with their supplier and vendor partners. Falon calls those people a “part of us.” She says “we respect them, we pay them on time if not early, and we rely on their valuable advice and impeccable service.”

The Clean Plate Club, for example, is one of Nashville’s premier full-service caterers, as well as one of EES’ most trust-

ed partners. They have over three decades of experience catering small and large events, and their expert team can handle up to the most complex of venues. No matter what’s on the menu, Falon knows she can rely on them to make the event memorable.

Once again, the majority of relationships like that are long-standing. Many date back to before EES even began.

“We don’t have to shop around,” Falon says. “They do what we need, and when things come up – as they always do on site – we know we can call them and they’ll respond, ‘Absolutely.’ They’re always going to help us when those little crises pop up. That’s invaluable.”





The sky is the limit

Today, EES is headquartered in Nashville, Tennessee, their 12-person team works all over the country and even ventures abroad. Over the next five years, they even plan to add another office in Central America.

In the nearer-term, Falon says her goal is to double the size of that team and double the company's revenue in time for their 10-year anniversary in 2022 – which they are already planning a big celebration for.

Beyond that, she says “the sky is the limit.”

“I was one of those people that was lucky enough to realize in high school what I wanted to for the rest of my life,” she says. “I started doing it in college and I’ve never looked back. This is exactly where I want to be and what I want to do until the day I retire.”



For more on Evolution Event Solutions, who they are, and what they can do – and to get in touch with Falon and her team – visit <https://www.evolutioneventsolutions.com>







Elevating Vancouver

For Holborn Group, "Elevating Lifestyles" is more than just a tagline; it's the motivation behind the company's passion-driven process, and the award-winning developments they build.



“We help build communities; we help shape the skyline; we help facilitate people’s memories and experiences.”

For Holborn Group, “Elevating Lifestyles” is more than just a tagline; it’s the motivation behind the company’s passion-driven process, and the award-winning developments they build. Since commencing its Vancouver-based operations, Holborn Group has developed a diverse portfolio of retail, residential, hotel, and office properties throughout British Columbia. While every project has its unique design and function, they each start with the same goal in mind: exceed the expectations of the people who live, work, and stay there.

At the helm of Holborn’s corporate vision is the company’s principal, Joo Kim Tiah. Under his leadership, the company has completed multiple projects in

Vancouver, including the \$360 million Trump International Hotel & Tower – an internationally recognized landmark located in the city’s downtown core. With several new developments currently underway, Holborn Group aims to continue thinking “outside the box” when it comes to creating properties that innovate the built environment and elevate the lives of their end-users.

“We help build communities; we help shape the skyline; we help facilitate people’s memories and experiences,” Joo Kim says. “That’s why we do what we do – what gets us excited. We love our work, and we believe that love translates into our product.”







Joo Kim is also the CEO of TA Global Berhad, a subsidiary of investment holding company TA Enterprise, and one of the largest real estate conglomerates in Malaysia. TA Global has assets in Malaysia, Singapore, Thailand, China, Australia and Canada, including high-rise residential properties and upscale, mixed-use commercial projects. Before entering the real estate industry, Joo Kim earned a Bachelor of Science (Management) from Oral Roberts University in Tulsa, Oklahoma, and a Master's Degree in Interna-

tional Business from Macquarie University in Sydney, Australia. However, he believes his most valuable learning happened outside the classroom through on-the-job experiences. He says he honed his instincts, and developed his passion for elegant design during his first few years as CEO of Holborn and then TA Global.

Holborn, a privately held company, was created in the early-2000s and has set its sights on bringing a global perspective in real estate development to

“When it comes to exceeding the expectations of their end-users, Holborn does not limit itself to one development sector or property type.”



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Canada. Holborn's start in the Canadian real estate market was a pragmatic and gradual expansion. While TA Enterprise focused more on the finance and retail stockbroking sector, Holborn began making a name for itself in hotels and residential developments. Not interested in pursuing a future in the finance, Joo Kim used his passion for design and real estate to build the company's development portfolio when he took over Holborn's leadership in its early days.

"My parents came more from a financial background, but I didn't want to follow in their footsteps," he recalls. "I needed something more than numbers to keep me motivated, to get me excited to wake up in the morning."

"I was given a chance to work in real estate at a young age, and thank God because I developed a real passion for it. I absolutely fell in love with the design process. I love the fact that I'm working toward something more than just making money.

"The level of architectural design and custom interior details in our homes are things you don't typically find in master-planned communities anywhere."

I'm building memories; I'm impacting the way people live and experience their daily life."

"Don't get me wrong," he adds, "we work hard to be successful; to make a profit so we can support our staff; continue to move forward and give back to the community. But at the end of the day, what makes me truly satisfied is knowing that I've done those things, but at the same time, I've created something special. Something that exceeds expectations, sets a new benchmark, something that people look at and say 'Wow!'"

When it comes to exceeding the expectations of their end-users, Holborn does not limit it-

self to one development sector or property type. Joo Kim says their goal is to keep pushing themselves to be continually improving. "We always want to be growing, learning, and taking on new challenges."

Whether it's residential towers, mixed-use and commercial buildings, hotels or master-planned communities, the commonality between all Holborn projects is quality – especially when it comes to design.

"That's in our DNA," Joo Kim says. "We love design. We believe it's very important to have the best designs possible." However, he's quick to clarify that having the best designs doesn't necessarily mean hav-

ing the most expensive ones. According to Joo Kim, the best kind of designs are the most thoughtful ones where "every nook and cranny" is carefully considered, where each space has a purpose, and every detail has a reason for being where it is.

In addition to having a thoughtful design approach, Holborn projects must also be innovative. Joo Kim has no interest in creating buildings that are ordinary or tried-and-true.

"We don't want to do things the way they've been done before," he says. "We believe there is always a better way, and we want to find it."





Always growing, always getting better

“The world is always changing. Having that desire to grow and progress is absolutely necessary to make an impact in this world and this industry.”

A project that exemplifies Holborn’s approach to innovative development and design is the Trump International Hotel & Tower in downtown Vancouver. The tower is among Vancouver’s premier luxury mixed-use properties, with both residential and hotel suites. Its amenities include a lavish day spa, a pool bar nightclub, and an array of high-end hospitality services, including Hong Kong’s renowned Michelin Star restaurant, Mott 32.

The structure of the tower is itself iconic – with a twisting design conceived by famed Canadian architect Arthur Erickson, it stands at 616 feet and 69 stories, making it the second tallest building in the city.

Joo Kim is especially proud of the project since Holborn shepherded it from concept to completion, overcoming numerous challenges along the way. Despite the obstacles they faced while moving the project across the finish line, he believes their hard work and dedication paid off. The tower received several international awards and recognition for its contribution to Vancouver’s skyline.

“The Trump International Hotel & Tower is the most beautiful, graceful, and iconic tower in Vancouver,” he says. “So obviously, I’m very proud of it.”

Another project Joo Kim takes a lot of pride in is Holborn University Heights, a master-planned





community located in Squamish, BC., and designed in partnership with Fritz de Vries Architects. Phase II of that project recently received high praise at the 26th International Property Awards, winning three coveted 5-Star Awards for architecture and interior design, plus two awards for kitchen and bathroom design.

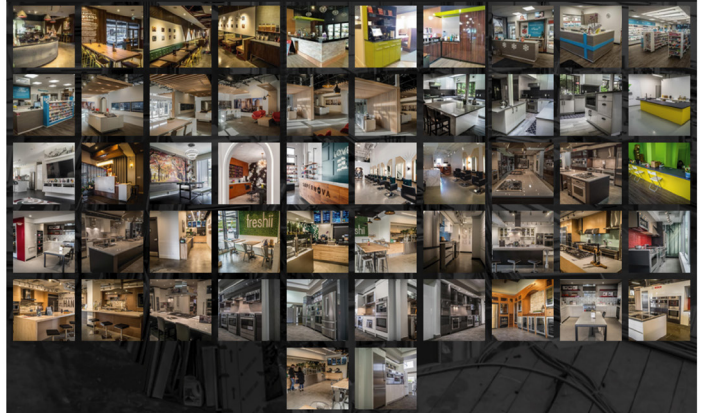
"The level of architectural design and custom interior details in our homes are things you don't typically find in master-planned communities anywhere," said

Joo Kim, in a statement celebrating the award victories. "We wanted to raise the bar for multi-family developments by being the first to offer [that level of custom design] at an attainable price."

Moving forward, Joo Kim says that he plans to keep raising the bar for projects of all types. His vision for the company's future is to "continue to deliver exciting projects in multiple sectors, continue to shape communities, and continue to shape [Vancouver's] skyline."



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Continuous improvement is at the core of Holborn's process; it's what Joo Kim says he's most passionate about, and he strongly believes that passion is what makes Holborn successful.

"I always encourage a culture [in the company] of growth, of continuing to progress," he says. "That means being passionate about always getting better at what we do. It means always thinking about how we can make the product better, how we can market better, how

can we sell better, and how can we communicate better with all our stakeholders – it all matters."

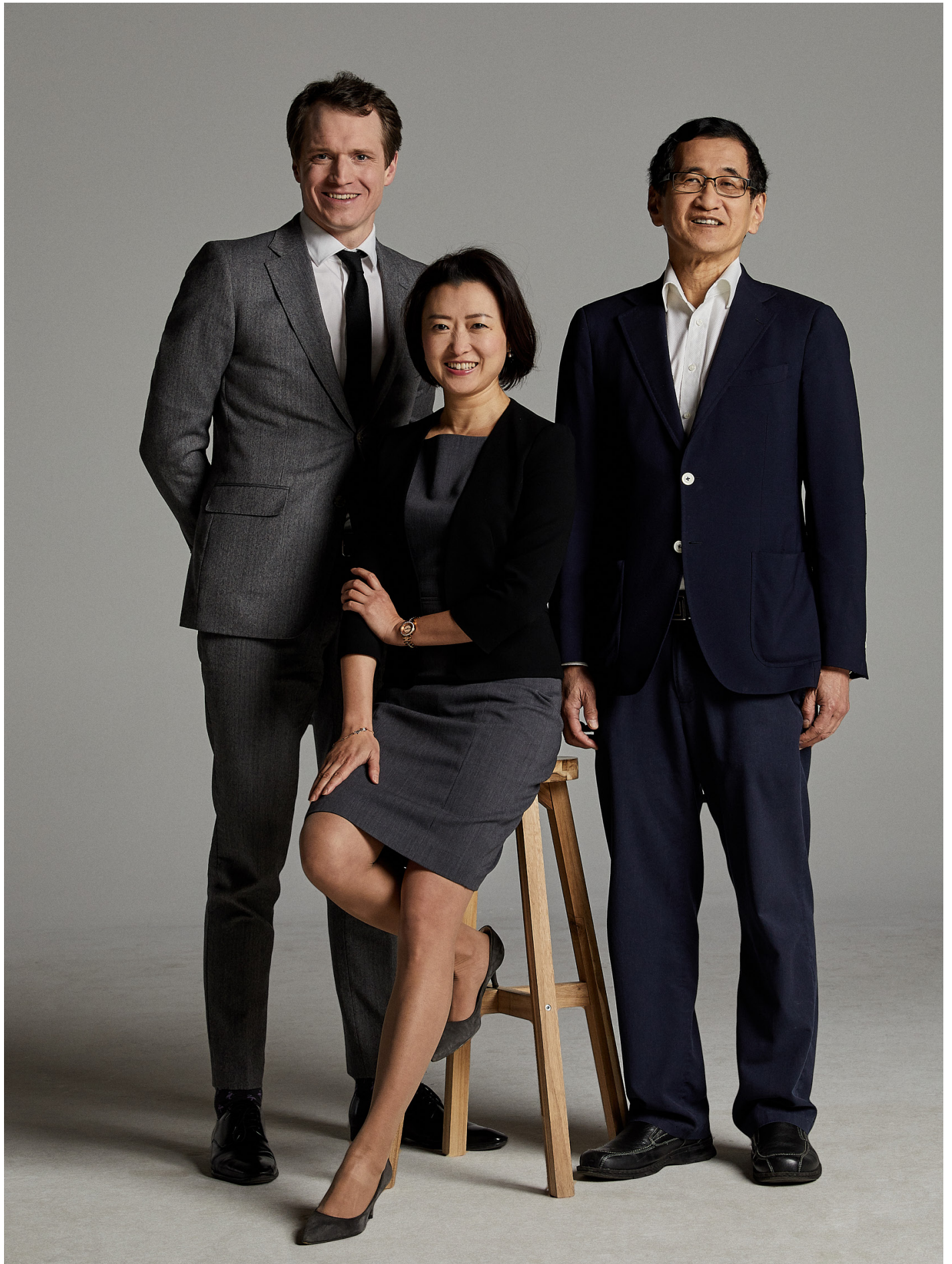
According to Joo Kim, having a growth mindset is essential to the company's success; it's what drives their momentum, and ensures their position as an industry leader.

"When you lose your hunger, that's when you lose sight of the bigger picture," he says. "The world is always changing. Having that desire to grow and

progress is absolutely necessary to make an impact in this world and this industry."

For more on Holborn Group, their vision and principles, and their long list of present and future lifestyle-elevating projects – including the Trump International Hotel & Tower and Holborn University Heights – visit <http://www.holborn.ca/>







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longstanding and
highly-acclaimed designer and
builder – and the provider of
the fastest, easiest, safest, and
most cost-effective way of
creating a new home.





“Most recently, the company’s excellence was recognised several times over by the Canadian Home Builders’ Association (CHBA).”

Linwood Custom Homes is a longstanding and highly-acclaimed designer and builder – and the provider of the fastest, easiest, safest, and most cost-effective way of creating a new home. With their house plans and custom home packages, they save their clients save valuable money and time, while still delivering exceptional and individual products. Their proven process has resulted in glowing testimonials, repeat customers, and an always-growing list of industry award victories.

Most recently, the company’s excellence was recognised several times over by the Canadian Home Builders’ Association (CHBA). At their 2019 National Awards for Housing Excellence, Linwood was awarded the prize

for ‘DETACHED HOMES – Production | Under 1,800 square feet,’ for a home called “The Cavendish.” In addition, the company was a finalist in the category for ‘DETACHED HOMES – Production | Over 3,000 square feet’ for a home in Buckhorn, called “The Antler Trail.”

That recognition came during a particularly competitive year, according to CHBA CEO Kevin Lee. There were over 700 entries submitted by CHBA members across the country, and in announcing the finalists, Lee said that “feedback from the judges was that the calibre of entries this year was especially high,” and that the nominees “truly represent the best in Canada.”





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Later, when announcing the winners, CHBA outgoing president Nathan Stone agreed with the sentiment. He commented that “as a homebuilder, I am tremendously impressed by the quality, design, and innovation that this year’s award winners represent.”

“Our 2019 award finalists and winners are leaders in our industry, and we are all very proud of what they have achieved in showcasing our industry,” he added. “They certainly represent the best-of-the-best.”

Craig McFarlane, Vice President of Retail Sales at Linwood Custom Homes, has been a finalist in the National Awards over 25 times in the last 10 years, and is a four-time winner. He says the comments are gratifying, and the awards themselves are highly valued.

“Those national awards are big for us,” he says. “They make us think more when we’re designing. They encourage us to add features that are unique, that are eye-catching, and that are more energy-efficient. We know

“And at Linwood,
we respect our
client’s need to
be part of the
process.”



that judges are going to be looking at these homes in a year or two years, so that raises our awareness to a new level.”

“We share that vision with our clients,” he adds. “They love that. They love the idea that their design will be recognised at the Canadian level.”

“And at Linwood, we respect our client’s need to be part of the process,” he explains. “They have a lot of input in the design and build. They take a lot of pride in their homes. So the

award’s not just recognition for us – it’s recognition for them too.”

This year’s award-winning home – ‘The Cavendish’ – is located in Kawarthas, and was designed and built for the Princess Margaret Hospital lottery in Toronto.

Craig takes a lot of pride in that project specifically. Not only did he personally identify the property and design the building, but the builder was his son, Brad McFarlane – and the project was

“Over the years, they have developed a specialty for delivering “non-city homes,” typically on rural properties, or properties with waterfronts or mountain views.”

the first Brad completed under his own construction company. Craig credits the award, primarily, to Brad's uncompromising dedication to getting the job done.

"He was dialled in on that job from the beginning," he says. "He was starting a new company and putting a team together, and right from the start some of his guys got sick. When I went out to check on things the first time, he was out there alone, building the house by himself. He had no fear – if he had to build it by himself, he would."

Craig also credits the material package from Linwood, which lived up to the company's usu-

al high standards of quality. Still, though, he says that would have been for nothing if Brad wasn't on his game.

"Brad's attention to detail, along with the accuracy of the material package of Linwood, made for a great combination," he says.

"I've always said that the lumber package and the finishing package, the windows and doors, it could all be the best in the world – and I feel like we do offer that – but if you don't have the right person and team to assemble it, then you have nothing."

Beyond the quality of the work-

manship, Craig also credits the award to the functionality of the design, plus the environmental sustainability of the finished product.

Sustainability, in particular, was a point of emphasis for the CHBA judges. To meet those requirements, Craig specified the home to have triple-glazed windows, for example, as well as a rafter room system with lots of room for added insulation to reduce the need for heating and cooling. The building materials were also largely collected from renewable sources.





Putting the customer first

“I want to be up there among the best in Canada. That’s what I want to be known for, and Linwood to be known for.”

Prior to joining Linwood Custom Homes, Craig was a custom home builder in Ontario. He got to know the brand while putting together some of their homes for clients, and he fell in love with the product. He formed a relationship with their Ontario Sales Manager, who started offering him more and more work, to the point where they eventually approached him with the opportunity to become a full-time employee. That was roughly 30 years ago.

The history of Linwood Custom Homes, meanwhile, dates back more than 50 years. Over the years, they have developed a specialty for delivering “non-city homes,” typically on rural properties, or properties with water-

fronts or mountain views. They have become known for their post-and-beam construction and open concept designs. They have also become known for pre-cutting their framing materials and prefabricating their wall panels from their facility outside of Vancouver. This custom manufacturing technique has allowed their builders to work faster, and produce less costly waste.

“Our homes go up quickly, and they save our clients some money,” Craig puts it simply.

Linwood has also become known for their being a relatively large company, but with the culture of a smaller one. Craig says their team of design-





ers, support people, sales staff, dealers, and independent builders are all very “tight knit,” and most are longstanding. The majority, he says, have been with the business for “many, many years.”

The Linwood team, at all levels – from President Bill Mascott on down – also share a commitment to the client.

“We all put the customer first,” Craig says. “A lot of our competitors will ‘Sell the shell, and then run like hell.’ A lot have gone

out of business doing that, but some are still out there.”

“We don’t do that,” he says. “We care deeply about all our clients. We make them part of the process. We go A to Z with them. We build friendships with them.”

Moving forward, Craig says that customer-first philosophy will always remain at the centre of Linwood Custom Homes, no matter how big they get and no matter what kind of homes they are building.



Craig also says that the company will continue to win and be nominated for awards. Mostly, they will do that at the national level, which is now their focus – in years past they won so much at the local region that Craig says it got embarrassing.

“This year, I’m potentially entering 10 awards at the national level, which will be the most I’ve ever entered,” he says. “I might have put in seven once before. But this year I’m finishing a number of larger scale homes with some different and exciting

designs. Some are more modern, some are more traditional, but they’re all very specific and unique.”

“I’m challenging myself to create new and more fascinating designs and products,” he concludes. “I want to be up there among the best in Canada. That’s what I want to be known for, and Linwood to be known for.”

For more on Linwood Custom Homes – including more on their designs and plans, their home packages and house kits, and their history of award victories – visit
<http://www.linwood-homes.com/>







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PARC Retirement Living is a group of award-winning, independent living retirement residences operating across British Columbia. In each of their residences, they strive to offer “more than just a place to live,” according to founder and Chairman Rainer Müller. Instead, they strive to offer vibrant and connected communities with resort-style amenities and services, where residents can live well, stay active, and stay engaged with like-minded people.

“We take pride in building and operating inspired spaces where seniors can live with vibrancy and vitality,” Rainer says. To date, PARC Retirement Living has delivered five purpose-built and unique communities, which they continue to own and op-

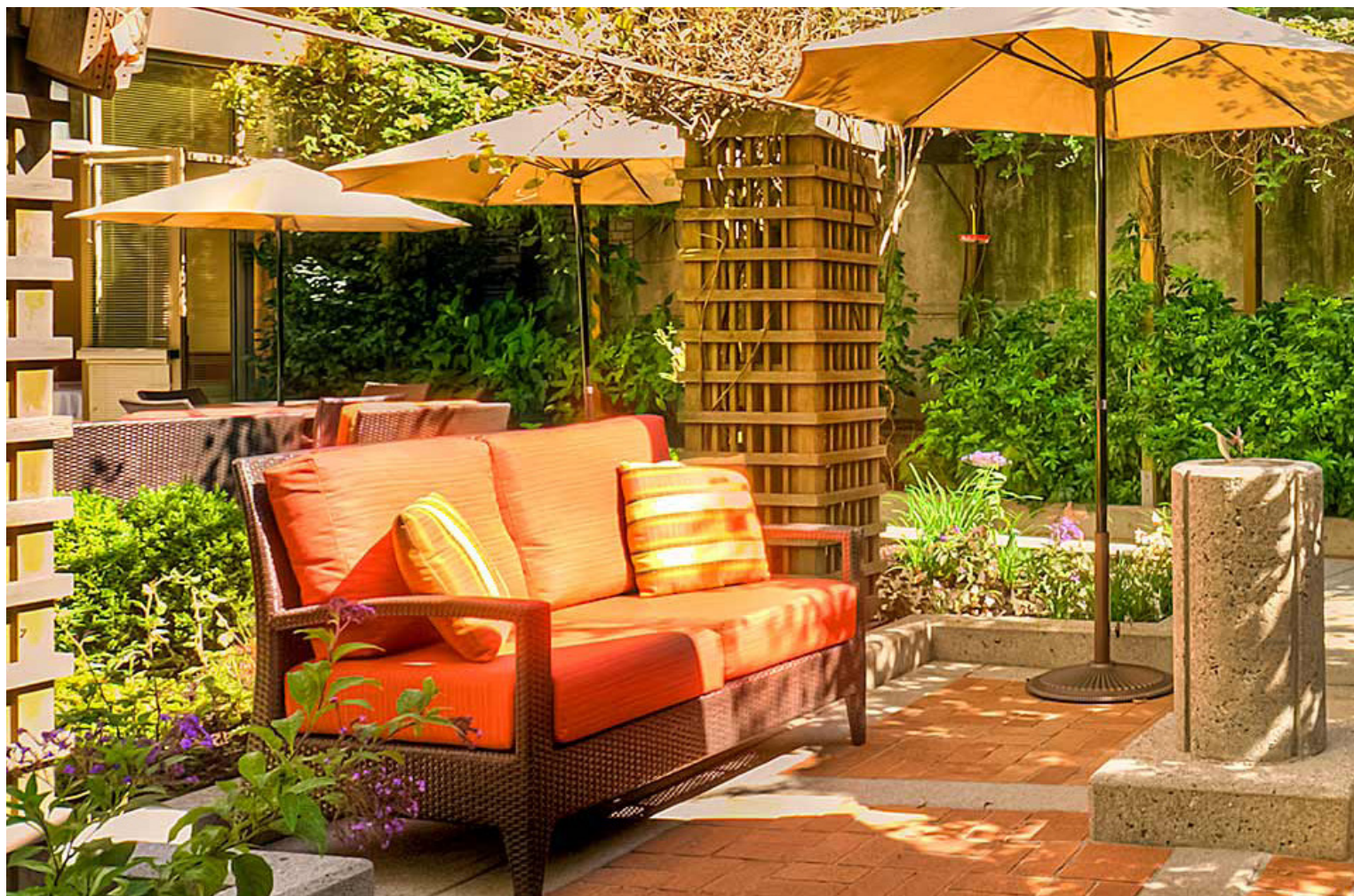
erate today. With each new residence, they have set a new benchmark for retirement living in BC, and they have no plans of slowing down or relaxing their standards. Three new residences are on the way in Victoria, Kelowna, and Coquitlam, and PARC aims to continue raising the bar with each one.

Jacqueline Omstead is the Director of Operations for the company. She credits PARC’s sustained success to a number of factors, but she says it starts with their unique focus on healthy aging.

While the company doesn’t provide aged care services, they do provide a wide range of independent living services that support both physical and mental fitness. They call their







model 'Independent Living+.' As part of that program, they offer a menu designed with senior nutrition in mind; they provide all the fitness facilities a resident needs to stay healthy and engaged; they host classes, activities and clubs to keep them stimulated and active; and they have dedicated staff available to help them with all their wellness needs.

All of PARC's services have been designed around the specific needs and wants of their residents, and the company's offer-

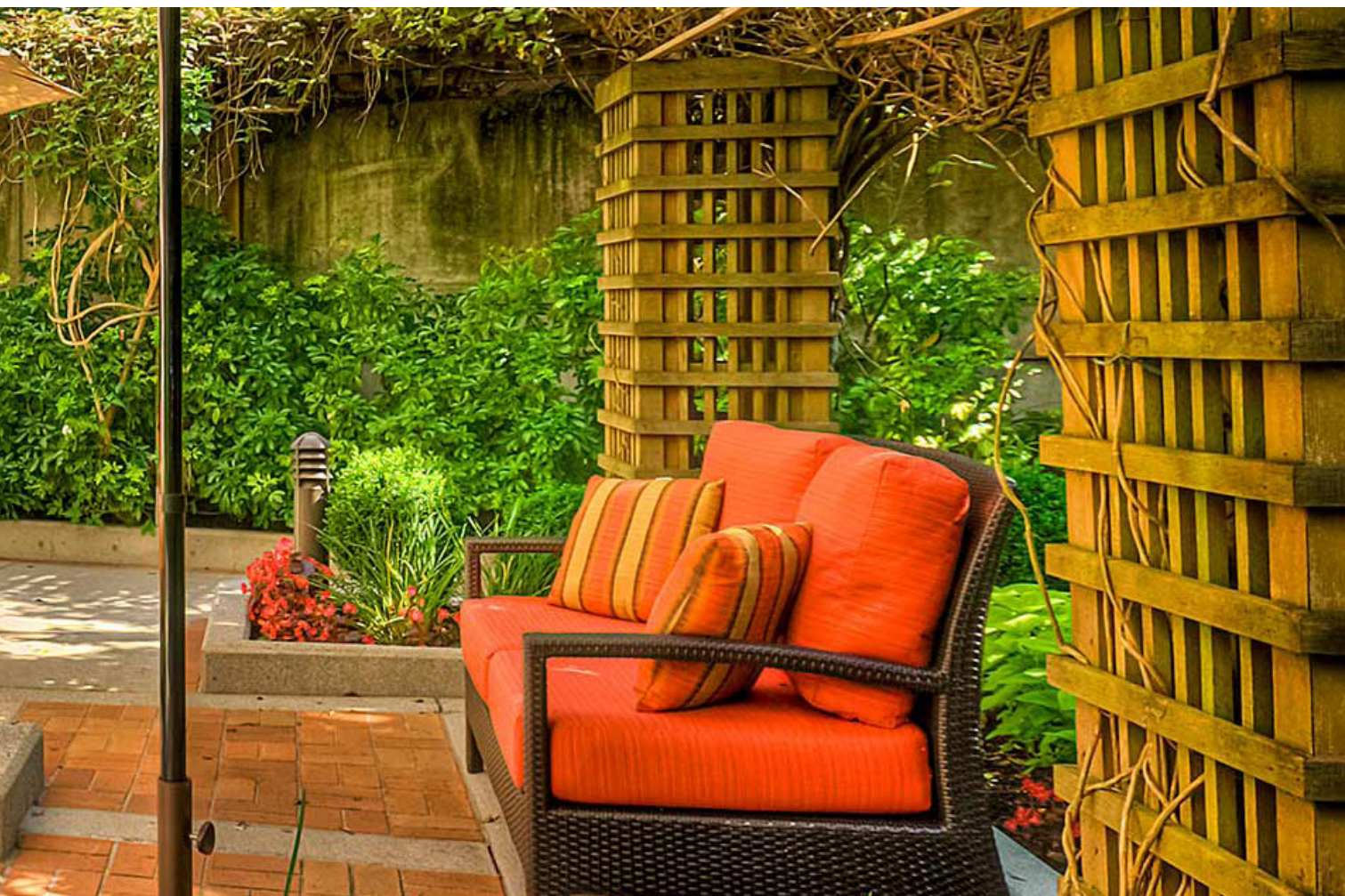
ing is constantly evolving along with those needs and wants. Jacqueline equally credits their longevity and growth to that reactivity and responsiveness.

"We enable our residents to live with creativity, independence, and freedom," she says. "We recognize that demographics are changing, and more and more, seniors want choice. They want variety. They want new technologies."

"I think a lot other companies are scared to go down that

path," she adds. "Residents see us as completely different. They see us as honoring their independence."

"And they see that we truly value wellness – whatever wellness means to them, because it can mean something completely different to different people," she continues. "We're not saying you need to eat less red meat and more salads. That's not what we're about. We can offer fresh and healthy choices, but the decision is up to the senior. They're the ones paying to



live here.”

“I believe that’s why they choose us – because we offer choice,” she says.

In addition, the company offers “connection,” with both residents and team members. According to Jacqueline, that starts from the top down. When she is on site, she appreciates the fact that residents feel comfortable talking directly to her. She says they can even talk to founder Rainer Müller when he’s around, and he’s just as

welcoming.

“Residents really feel like they’re part of the family,” she says. “Those are the kind of relationships we like to build.”

The strength of those relationships is reflected in the high ratings the company receives on their resident surveys, as well as the positive feedback they get at their monthly resident meetings. It’s also reflected in their average length of stay, which has increased dramatically over the years – and their

evolving focus on wellness has a lot to do with that as well.

“That shows us that what we’re doing is working, and the residents are telling us that what we’re doing is working,” Jacqueline says. “They are really enjoying their new home.”

More than a job

“We’re always interested in pushing the envelope of sustainability.”

As a company, PARC Retirement Living is set apart by the calibre of their staff. They employ an extensive team of caring and passionate people, and they inspire in them a shared dedication to creating inspired living spaces for independent seniors.

Once again, the company’s success in that arena is reflected in their retention. The majority team members have been working with PARC for more than six years, and many of them go back more than a decade.

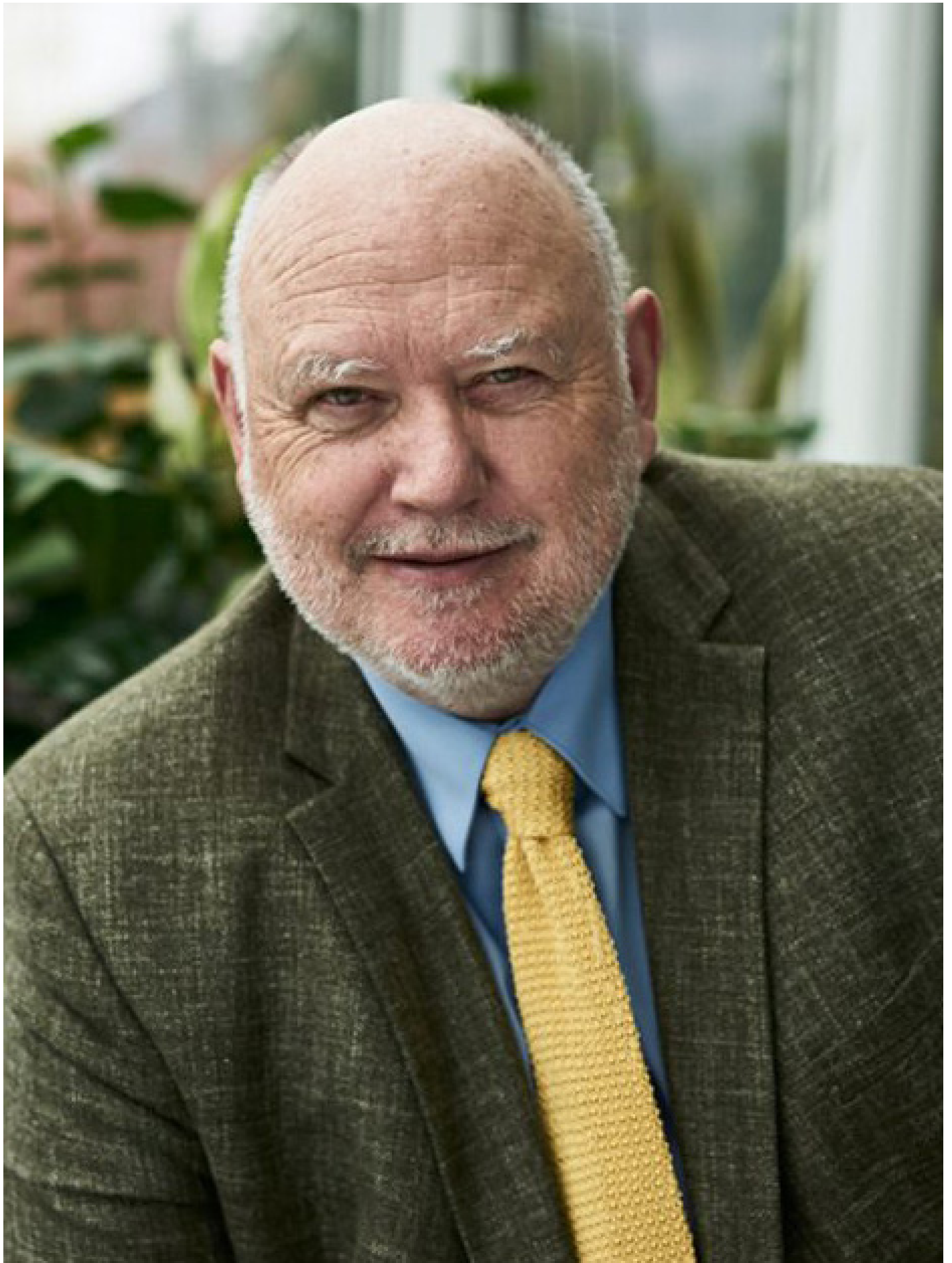
Jacqueline herself, for example, has been with PARC Retirement Living in various roles for almost 14 years. She was there for the opening of their second location in Burnaby, called Mulberry

PARC, where she soon became the General Manager. She then worked as the General Manager of their West Vancouver location, called Westerleigh PARC, before moving to the head office.

Jacqueline credits her own loyalty to the company’s adaptability, and their willingness to “try new things and take risks.” She believes that’s a result of their unique leadership.

“It’s a family owned business,” she explains. “We’re not a huge company. We’re growing, but we still report directly to Rainer and his family. We don’t have a board to go to. We can listen to our residents and make decisions quickly, without having





to go through all these layers of approvals.”

She also credits their retention to the shared values of the staff. She says they all have the same goal of “providing exceptional service to seniors,” and “when you’re working work with a bunch of like-minded people like that, it doesn’t feel like a job.”

Patrick Schilling is the Director of Design for PARC Living. He’s a more recent addition to the team, but he agrees with Jac-

queline’s sentiments. He joined the company roughly two years ago because Rainer convinced him of the worth of their mission.

“I wanted to design buildings that people could use and enjoy,” he says. “That’s what drew me to Rainer. He really wanted to build residences for residents. That’s what he wanted more than anything else – more than making money, more than winning awards. It was about the residents and giving them a unique experience.”

In addition to giving employees a worthwhile cause, PARC also pays a living wage. In fact, their company is certified Living Wage Employer, one of only a select few in Vancouver. Jacqueline believes that certification has been vital to their retention efforts – and that retention has, in turn, been vital to the company’s success.

“Keeping staff is important, because it’s very hard when they turn over,” she says. “It’s hard on the business and it’s hard on the residents.”



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"It's also hard when your team is not happy," she adds. "That's when you can run into problems. That's when the service becomes inconsistent. But we believe if we can keep staff, if we can pay them fairly, if we can make sure they feel like they're validated and valued – and I truly believe we do that – then it changes the whole dynamic."

Jacqueline's belief in PARC's employee culture is reflected by the company's employee surveys. Jacqueline says the results of those have been "off the

charts," and she says they confirm that the majority of team members feel the way about their roles as she does about hers.

"They feel that this is more than a job."



What happens next

“That’ll be about 10 years down the road, and we’ll have 12 or 13 residences. Then we’ll ask ourselves what happens next.”

PARC Retirement Living is a growing company, with three future residences already in various stages of development. Victoria PARC is the first of the proposed residences in the works. It will be located at the intersection of Fort, Quadra, and Broughton streets in downtown Victoria. It is set to become a “vibrant hub for people of all ages to live, work and connect.”

Kelowna PARC will be up next, and will be located at KLO and Lakeshore Road in its beautiful namesake city. The company is currently in the application process with City of Kelowna.

Coquitlam PARC, lastly, is scheduled for a little bit further down the line, and is currently due

to arrive in the year 2024. The company has already chosen the site, however – it will be located along Austin Avenue in one of the Lower Mainland’s largest and busiest suburbs.

According to Patrick Schilling, who joined the company to aid in the development of those residences, all three will be located in urban centres, and will be well-integrated with their local community. Some on-site amenities will even be accessible to non-residents. That integration will allow residents to remain closely connected with the outside world, which is one of PARC’s key values.

“We want to get rid of the stigma that retirement homes are



just for the elderly,” Patrick says. “We’re not going to lock them up and close the doors and shut the blinds, and not let people see in or the residents see out. That could not be farther from what we do.”

When Patrick first joined the company, the design of Victoria PARC was mostly complete and the project was in the development approval stage. The city had come back with concerns about the size of the building, however, and Patrick was involved in addressing those con-

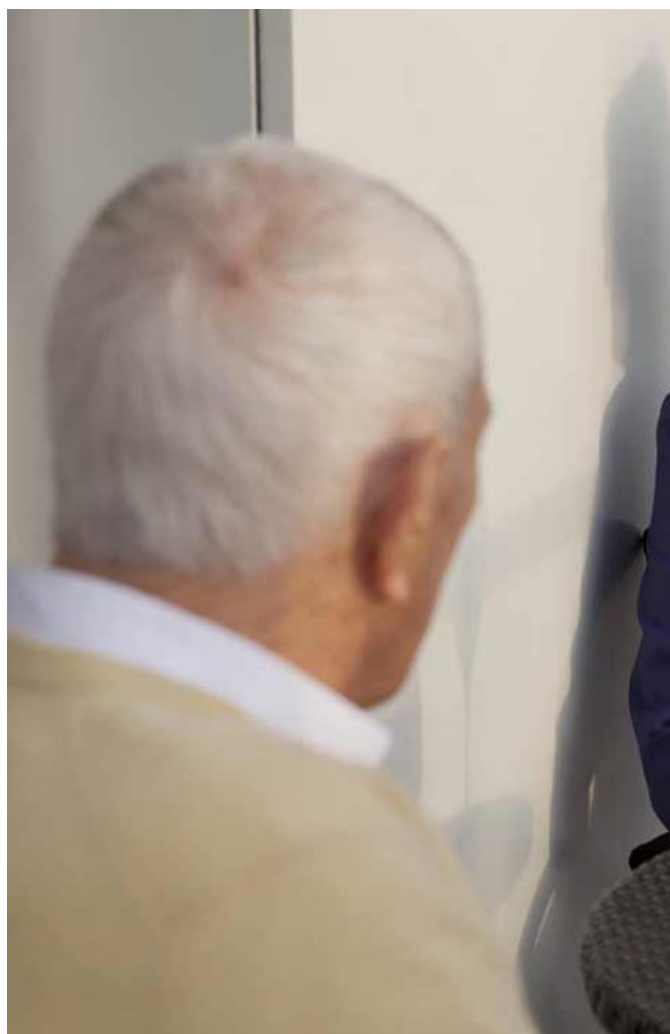
cerns.

“We had to tweak it to bring it down a little bit, make it more contextual, make it more neighborhood friendly – which I think we achieved,” Patrick says.

Kelowna PARC, meanwhile, Patrick was involved in from the very beginning. He recalls them starting the process with a couple of distinct options. The company very recently delivered Oceana PARC in White Rock, which was “more of a tower type of building,” so they con-


sidered repeating something along those lines. They also considered “more of a low-rise building,” something that was more specifically adapted to the site. They created multiple study models and renderings of both options and went back and forth with their architect.

No matter what option they went with, however, they knew they wanted “a local flair,” Patrick says. That’s why they used a local architect, and why they prioritized building materials that were popular in the city.




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PARC also knew they wanted something sustainable, Patrick adds – because they always do. Sustainability is another one of the company's key values. Every time they build a residence, they seek and employ leading green building practices that reduce energy use, greenhouse gases, water use, and wasteful lighting.


"We're always interested in pushing the envelope of sustainability," Patrick says. "Part of that is because it's the right thing to do, but part of it is also

because it makes operating the building more efficient. If we can make a building as energy-efficient as possible, it cuts down on our costs."

"It also improves the quality of life for the residents," he adds. "That's another one of our main drivers. We want them to live in a building where the air quality is good, where the insulation is good, where there is lots of greenery and lots of landscape. That makes residents feel good."

On the topic of landscaping, the plans for Kelowna PARC call for something special.

"We always want to enhance the landscape, we want to go above and beyond just putting street trees," Patrick says. "In the case of Kelowna we're going to put planters along the entire sidewalk. That's going to create a buffer between the street and the sidewalk, and it's going to create opportunities for alcoves and seating areas for people walking along the building."



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Moving forward, PARC Retirement Living's goal is to continue achieving those special outcomes on future residences, and generally to keep growing and getting better.

"We have found a niche that I think we like, and that we know a lot about," Patrick says. "So the idea what we've done to date and consider how we can get better."

"Rainer likes the analogy of building cars," he explains. "He

says when you build your second car that you don't design and build it from scratch. You take 70 to 80 per cent of the components from the first car, and then you focus on the other 20 or 30 per cent of the components and you figure out how you can tweak them to make the next car better. I think that's really our goal in the design and construction team."

Again, Oceana PARC in White Rock only recently opened, and it utilised a tower structure. It's

the tallest of PARC's residences so far. Now that the residence is operating, the company is evaluating the pluses and minuses of that height.

"We're asking ourselves 'What did we learn from White Rock?' and 'What can we do differently or better in Kelowna?'" Patrick says. "We want to take those lessons learned and incorporate them into Kelowna. Then with Kelowna we'll set a new milestone, and then we'll learn from Kelowna and incorporate



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those lessons into the residence after that.”

“That’s the short term goal,” he adds. “The long term goal is to grow, to open more residences. Rainer believes that, operationally, it’s good to have three or four residences in the same geographical area. That helps a lot with staffing, for example – people can split shifts and go from one residence to the other.”

“So in the long term, that means we’ll want to build two or three more residences in Victoria after the one we’re building now,” Patrick says. “Same with Kelowna and the Okanagan.”

“And then we’ll have to re-evaluate,” he concludes. “That’ll be about 10 years down the road, and we’ll have 12 or 13 residences. Then we’ll ask ourselves what happens next.”

In the meantime, the company has no intention of neglecting the residences they have already completed. Yet another key PARC value is staying current. According to Patrick, that’s strongly driven by the founder and Chairman himself.

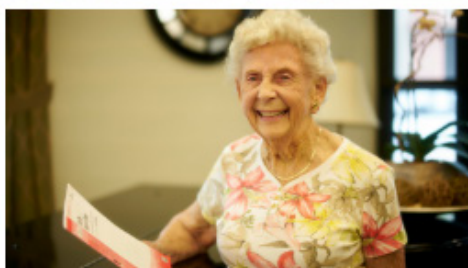
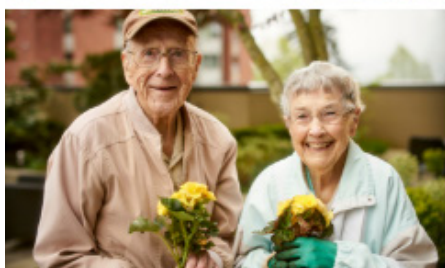
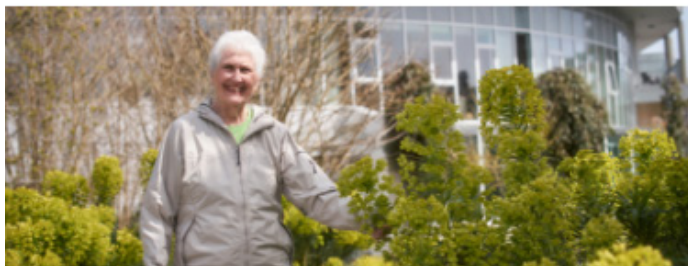
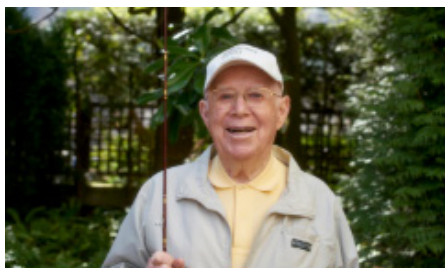
“Rainer is constantly saying ‘We can’t just sit back and let these buildings age. We want them to last 60 to 70 years.’ So we’re

constantly maintaining and upgrading and refreshing. We’re not only fixing things, we’re making them better. To me, that’s pretty exciting.”

Jacqueline, meanwhile, is excited about the other ways PARC Retirement Living is growing. For example, she says their reputation is on the rise, and they are becoming more well-known every day. She predicts that the company will soon be recognised as “the absolute number one choice for independent living for seniors.”

“I think people are seeing we’re not just building retirement homes,” she says. “In fact, I think we’re breaking down all the stereotypes of retirement homes. What we offer are more like cruise ships without the boat. It’s really cool to be a part of that.”





For more on PARC Retirement Living, their depth of services,
their leadership team, and their facilities – and to book a tour in
a current residence, or inquire about a future one – visit
<https://parcliving.ca/>



Own It | Crush It | Love It



Caliber Projects is a Fraser Valley construction management and general contracting company with a proud history of delivering quality, cost-effective homes on time and on budget





Caliber Projects is a Fraser Valley construction management and general contracting company with a proud history of delivering quality, cost-effective homes on time and on budget. Since 2012, they have delivered projects in excess of \$125 million. Over recent years, Caliber has scaled their business and galvanized their purpose of 'Building People and Process'.

From their office in Langley, the family-style company now services all phases of residential construction. Their projects range from townhomes, apartments, and condos to mixed-use developments and commercial buildings. Caliber steers these projects from concept drawings in the development phase through to construction

completion and final occupancy.

"We have an excellent process where we work with the Developers in the design development, consultant coordination & building permit drawing development. Early stage involvement helps Caliber deliver maximum value to our Clients, as we ensure they are getting the finished product they visualized at a satisfactory budget" says Kevin Leyenhorst, Senior Project Manager at Caliber. "From there we take the project and build it. In this stage as well, we keep our Clients involved in the project. They are invited to tour the sites weekly and can see firsthand how the project is coming together. By doing this, Caliber provides a finished product that







meets the Client's quality and budget expectations. We continually strive to provide value every step of the way."

Caliber Projects grew to its current size and scope – and acquired their current capabilities – through intentional effort and seized opportunities. The journey began in 2008 with founder Justin Bontkes fresh off graduating with a construction management degree and eager to make a name for himself in the highly competitive Fraser Valley. He started by purchasing three lots in Surrey, building

and selling homes on them, and then moved into luxury custom-built homes, single family, and multi-family developments.

The company continued to grow into multi-family and mixed-use construction and project management, tailoring their skills to meet the needs of multi-family residential Developers in the Greater Vancouver and Fraser Valley area. In 2018 the senior management team attended a Scaling Up conference – which was the catalyst for intentional growth – and began dedicating themselves to growing a great

unique company. With the assistance of a business coach, Caliber started a journey of establishing a strategic plan, the foundation of which is Caliber's 3 core values: Own It, Crush It, Love It.

"We started actively trying to expand our recognition in the Fraser Valley," Kevin recalls. "At the time, we had a relatively un-diversified client base. We wanted to maintain and honour our existing relationships, while also realizing that we needed to create new relationships in our sandbox."



Jerry Pol is Caliber Projects' Business Development Manager. He played a key role with Justin in the effort to make new contacts and penetrate new markets. The company's success in an increased workload can be attributed to hard work, incredible industry relationships, and an element of luck, which Jerry calls "providence".

"We've grown from running a couple townhouse sites at a time to having five active projects totalling over \$100M," Jerry says. "We've experienced a lot of growth in the last few years.

We have a ton to be excited about and thankful for."

Examples of the company's current work include projects with developer Vesta Properties on the Latimer Heights community in Langley and Qualico + Chow & Li on the mixed-use Willoughby Town Centre project, also in Langley. The company is also committed to working with local community organizations such as Habitat for Humanity, Nightshift, Anhart Community Housing Society, Willoughby Elementary school, and Stepping Stones Bible Camp. These proj-

ects and community commitments are important to Caliber management and employees living out their value of "Love It".



Crushing It and Moving Forward

"We have an excellent process where we work with the Developers in the design development, consultant coordination & building permit drawing development."
- Kevin Leyenhorst

Through their growth, Caliber Projects has been highly successful at forming strong relationships with real estate companies and developers like Vesta Properties, Infinity Properties, Qualico + Chow & Li and others. Jerry and Kevin credit that success to the company's core values of Own It, Crush It, and Love It.

"We're about long-term relationships," Kevin says. "We don't want to be just another company that's there to make a bunch of money quickly and move on. We want to build relationships with developers who we can work with and grow with for many years. With every job we go into, it's never about how we can maximize our fee. It's about

how we can add value and maximize the relationship."

"We take that same approach with our sub-trades and suppliers as well," he says. "We go to specific subtrades for pricing because they are aligned with us and our values. They care about quality, they care about staying on schedule, and they care about keeping their promises."

A prime example is Fleetwood Glass, one of the company's glazing installation sub-contractors. Like Caliber, they believe that integrity is the basis of a strong client relationship. Caliber relies on companies like Fleetwood to be there when needed and complete the work





to the quality standards they expect. In turn, Caliber's clients feel the same way about them.

"Our developer clients know exactly what they're going to get from us," Kevin says. "If we make a promise, they know we're going to follow through. And that's why Own It is one of our three core values".

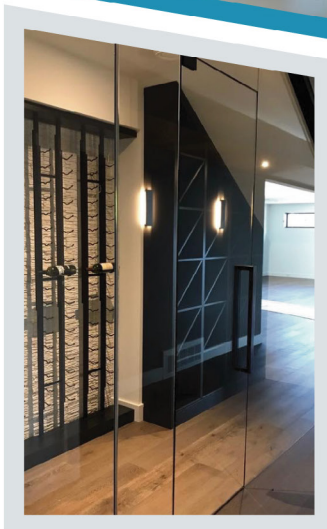
"Development and Construction is a small industry; people talk to each other," he adds. "We want to ensure that they're saying good things about Cali-

ber. We want to be proud of the name we have in the industry – and we are."

Another key to Caliber's success – and something they are also proud of – is their utilization of technology. "Technology, for us, is huge. We recognise the tech disruption occurring in our industry, and are proud to be embracing and leading in the adoption of technologies. However, we are careful in our selection," Jerry adds "We only bring on software and tools that make us more efficient at

our jobs and help us provide a better service to our clients – technology must be solving our problems, not creating new ones."

Examples of technologies used by Caliber include PlanGrid, Jonas Premier construction management accounting software, and SiteMax for safety documentation, reports, and purchase orders. They also utilize iPads for drawings and inspections, walkie-talkies, drone footage for progress videos, motion-sensor cameras for site



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"We are implementing all sorts of technology," Jerry says. "We adopt and execute on tech that helps us reach our goal of being a small giant; being the best residential and mixed-use construction company in the Fraser Valley."

The most significant key to Caliber's success, however – and something they take more pride in than anything else – is their employees. On their website, Caliber describes their team

as a 'tight-knit group of high performers who Own It, Crush It, and Love It.' They take great care to recruit people who fit that description, and they retain them by offering opportunities for personal and career development, mentorship, competitive pay, a healthy work-life balance, and extended medical.

"It's an exciting time to be here," Jerry says. "Since I started almost six years ago, we've expanded from three employees, to over 30 employees. We've evolved from having a few documents



on construction process to hundreds of living procedures for the phases of construction, including our Total Quality Assurance manual and our COR certified Safety program”.

Jerry continues, “if you ask some of our employees what gets them excited, or why they’re here at Caliber, why they might have left other companies to be here, it’s because things are moving. It’s a lot of fun. We all love to exceed and succeed, and this is the place to do that.” “We’re growing as a company

and as a family. But we’re not just building projects or only building a business.” In a recent podcast, Justin Bontkes said that he used to think he was passionate about building homes, but he’s since realized that’s not the whole truth. In reality, he is passionate about “building” in general – that includes building people, building processes, and building a business. Justin sums it up saying, “we love building people and process, we just happen to do construction”.

According to Jerry, that passion for people is infectious. He says that everyone at Caliber– no matter their role – comes to work excited about contributing to that shared purpose.

“We’re all building in different ways,” Jerry agrees. “Whether you’re a labourer on site or a project manager, you’re contributing to the physical building of the homes, the process, and the people. If you’re a bookkeeper or a business developer, you’re working on building our business and revenue. That





“Our big goal is to be the small giant of the Fraser Valley multi-family and mixed-use construction industry.”

- Kevin Leyenhorst

keeps our entire team engaged and excited about the future.”

That future, Jerry concludes, involves growing in a continued, controlled, and intentional way. It doesn't involve being the largest builder in the region, but it does involve being the best at what Caliber does.

“Our big goal is to be the small giant of the Fraser Valley multi-family and mixed-use construction industry,” he says. “We just want to be the best at what we do; we want to bring

on the best people, work with the best clients, and deliver the best projects.”





For more on Caliber Projects and their vision, core values, people, history, and past projects – visit <http://caliberprojects.com/>
and follow along at
<https://www.linkedin.com/company/caliberprojects>

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