

Brought to you by the Business Families Centre at the Sauder School of Business and the Vancouver Chapter of the Canadian Association of Family Enterprise.

LEGACY MATTERS

2008 Grant Thornton Achievement Awards Recognize Family Commitment, Community Support and Business Leadership

"Perhaps the greatest social service that can be rendered by anybody to the country and to mankind is to bring up a family." - GEORGE BERNARD SHAW

When the Canadian Association of Family Enterprise (CAFE) began its national Family Enterprise of the Year award program in 1986, the goal was to recognize significant achievements of business families. Twenty-two years later, the prestigious program has had a format change but maintains the original purpose. CAFE CEO Lawrence Barns explains, "Family business is the backbone of the Canadian economy and families who have earned this award are among the cream of the crop of Canadian enterprise. This year, we wanted to ensure that each of our 14 chapters had the opportunity to recognize business families in their region. Winners from each chapter were then judged at the national level to determine four finalists."

The winners of CAFE Vancouver's inaugural Grant Thornton Achievement Award were ABC Recycling in first place and Purdy's Chocolates in second. "We were very pleased with the nominations we received and are proud to kick off this program with such deserving winners," says Rick Wagner of Maxwell Floors and Chair of CAFE Vancouver. "Congratulations to both of them for this great achievement!"

David Yochlowitz, President of ABC Recycling is just as happy that his family is working well together to run their business as he is with the company's tremendous

success and growth. ABC Recycling specializes in ferrous and non-ferrous metal recovery, with operations throughout the province and has a proud tradition of being family owned and operated since 1912.

David was thrilled when he found out that ABC had been selected as the first place recipient. "It really speaks to the investment we've made over the years to ensure that there is family unity. We've established rules, enhanced communication through things like breakfast meetings, our annual family vacation and annual meeting of family shareholders and spouses. We are proud that we have a family who can work together in harmony," he explains.

The family became involved with CAFE when David and his cousin Karen (both fourth generation in the family business) attended a symposium in Victoria a few years ago. Since then, both have belonged to different Personal Advisory Groups.

For Karen Flavelle, President of Purdy's Chocolates, winning the award instills pride throughout the company. "It's great for our staff to have what we're doing validated from outside of the company," she says. Purdy's is Western Canada's largest chocolate retailer and has been voted one of Canada's Top Employers three times by its employees (including 2008). Karen says that employees

are essential to the company's success.

"When my dad bought Purdy's in 1963, he wanted it to be a nice place to work and that is still true; we like to be a community where people can respect each other and be happy at work," she explains.

Taking over from her dad in 1997 wasn't a foregone conclusion for Karen. "It was important for my Dad that his kids not parachute into positions over long-term employees. I gained several years experience in other companies, and our transition plan took about five years to implement," she adds. Karen's father Charles was one of the founding members of CAFE Vancouver, and she has been involved with the organization— which she credits with helping them through the transition planning—in both Toronto and Vancouver.

Both ABC Recycling and Purdy's provide extensive community support and charitable contributions as well—a hallmark of successful, strong enterprise and one which only goes to strengthen their positions as the 2008 winners of CAFE Vancouver's Grant Thornton Achievement Awards.

The CAFE Family Enterprise of the Year Achievement Award is an annual award offered through the Canadian Association of Family Enterprise. The award celebrates the strength and longevity of family business. Nominations and applications are being accepted for 2009. www.cafevancouver.ca





Words from the Executive Director

Judi Cunningham
Executive Director,
Business Families Centre
and CAFE Vancouver

The end of the year is approaching, and with the close of 2008 comes a new year of exciting programming and events at the Business Families Centre. The past year was a busy one, and we have seen and experienced growth in our existing programs as well as new events. It has truly been an exciting and rewarding time for us and I would like to take this time to share with you some updates on our past, ongoing and upcoming events.

The Business Families Certificate Program for Professionals was launched in the past year and has been receiving positive feedback from our participants. Designed for all types of business family service providers, the program compliments the professional's technical ability by providing knowledge and skills for the complex environment of business family dynamics. In addition to advisors, these programs will also be attended by family members and non-family executives active in the business.

On the calendar for January are *Business Family Facilitation and Communication Skills* and *Succession Planning Part One*. Please feel free to give us a call if you would like to know more about these programs.

The sixth installment of the Family Legacy Series Gala Dinner, which featured the Molson Family, was a great success. It was an exciting evening with

600 guests in attendance, continuing the tradition of positive Family Legacy Series events. In Fall 2009, we are pleased to welcome the Foord family of Kal Tire to our seventh FLS Dinner.

Road Map: Navigating the Business Family Relationship is also right around the corner - Part One is scheduled for January 23-25 2009 and Part Two March 6-8, 2009. Road Map is a unique learning environment where whole families come together to find new solutions to often old challenges. It is also where we recommend families start with their education process. Whether you are working on generational succession, wanting better governance or wanting to work together more effectively, Road Map is the place to start. Please let us know if you would like more information.

And if you are looking for a place of ongoing learning and growing, CAFE Personal Advisory Groups (PAGs) are a must. CAFE Vancouver currently has 8 active PAGs and we are forming the 9th as I write this. Please let us know if you would like to join this incredible resource.

Thank you for your continued support of the Business Families Centre and CAFE Vancouver! We wish you and your families a wonderful holiday season and the very best for 2009.

Volunteer for the Sauder School of Business MBA Mentor Program

As we interact with families throughout the year, family members and professionals often indicate an interest in giving back to the community in some way. The Robert H. Lee Graduate School at the Sauder School of Business offers an MBA student mentor program, matching students with experienced members of the business community. Mentors share valuable career and personal development advice, recommend professional associations and reading materials, and provide introductions to personal and business networks.

Mentoring is of enormous value to anyone's development. Research shows that mentoring can help develop increased self-esteem and self-confidence. It can help someone set positive goals, enhance their feelings of identity and belonging, and result in better relationships, networking, and decision-making.

Word has spread about the value of this program and this year we have more than 90 MBA students (up from 38 last year!) looking to be mentored by a leader from the business community. They are a talented and diverse group of individuals. We are looking to match them with people from a variety of industries. The time commitment is small, but the impact is large.

The mentor program runs from October to April, and requires a minimum time commitment of three hours. If you have an interest in becoming a mentor, please contact Denise Baker at the Hari B. Varshney Business Career Centre, 604-822-4968 or visit the Business Families Centre website to apply.

2009 Business Families Programs and Events

Business Family Facilitation and Communication Skills

January 19-20, 2009

This course will give you an understanding of family dynamics and how good facilitation practices can create better family meetings and improve communication. You will also learn facilitation and communication skills needed to manage the complexities of family businesses effectively.

Succession Planning for the Business Family - Part One

January 21-22, 2009

This course will teach the key concepts and strategies involved with transitioning the family, the business and the ownership successfully, which works toward family health and business success. This is the first cycle of the two-part, four-day program.

Road Map: Navigating the Business Family Relationship - Part One

January 23-25, 2009

Start here! Road Map offers families a guide through the process of a succession. It is essential to the success of any business family.

Road Map: Navigating the Business Family Relationship - Part Two

March 6-8, 2009

Part Two of the program focuses on planning for the future, building on the work completed in Part One.

Inside the Entrepreneur

Spring 2009

Featuring: **Larry Rosen -Chairman and CEO of Harry Rosen Inc.**

If you're in business, you're either learning in the classroom, or from the experiences of others. Inside the Entrepreneur gives you the opportunity to hear first-hand the behind-the-scenes stories of some of Canada's most innovative and engaging entrepreneurs: their challenges and their triumphs along the path to success. Whether you are a business person, a business family member, advisor, student or simply someone who has a keen interest in the personalities and ideas that drive our economy, this event is an unparalleled opportunity to learn from the best, live and in-person.

Set in a cozy theatre-style venue, Mr. Rosen will be engaged in a candid on-stage interview, as he shares with the audience his experiences from his over 20 years at Harry Rosen.

Family Retreat: Preserving Families, Preserving Wealth at Sonora Resort

May 28-31, 2009

Join some of Canada's most prestigious business families in a stimulating exchange of innovative ideas and information about wealth preservation.

The Family Legacy Series Dinner

Fall 2009

Join us for our seventh annual FLS gala dinner with **the Foord family of Kal Tire** and celebrate all that is good about family business. A wonderful evening of learning that won't disappoint.

To register, or for more information, visit our website www.sauder.ubc.ca/bfc

All programs and seminars are held at UBC Robson Square, 800 Robson Street, in downtown Vancouver, BC.



2008 Family Legacy Series Gala Dinner, featuring the Molson Family

September 17 marked the sixth annual Family Legacy Series, held by the Business Families Centre at the Sauder School of Business, and featured Andrew and Geoff Molson of the Molson Family.

Founded by John Molson in 1786, the Molson Family has been in business for 222 years making it the oldest family business in Canada. Brothers Andrew and Geoff Molson, seventh generation successors, continue the legacy of their very great-grandfather as the business builds upon its achievements and maintains strong consideration for community.

The experiences of the Molsons made the evening a memorable one for the six-hundred audience members. James Tansey, Associate Professor at UBC, and the leader of Sauder School of Business' sustainability and social innovation activities, interviewed Andrew and Geoff following the cocktail reception. Touching upon dual-class structures and governance,

the interview provided a unique look into specifics of the Molson Coors Company.

Following the dinner, a Question & Answer period accompanied dessert. Andrew and Geoff addressed outstanding questions, all generated from audience input.

Feedback for the annual Family Legacy Series (FLS) Dinner, a cornerstone of the Business Families Centre's event calendar, has been overwhelmingly positive since it started in 2001. The Mannix, S.C. Johnson, Shaw, and Ted Rogers Families have all graced the FLS stage, providing a host of perspectives and a wealth of experiences in family business.

The next FLS Dinner, scheduled for the fall of 2009, features the Foord Family, owners of Canada-based Kal Tire. Contact the Business Families Centre for sponsorship opportunities, tickets and information. To register call (604) 822-0102 or visit www.sauder.ubc.ca/bfc

BFC Certificate Program Update

Whether an accountant, lawyer, banker, wealth advisor, family therapist, non-family CEO (or other executive), trusted family insider, family member or other professional, the Business Families Certificate Program for Professionals provides you with the core knowledge, insight and practical skills needed to deal effectively with the intricacies and complexities inherent in almost every business family.

Utilizing interactive lectures, guest speakers, case studies, work groups, role playing and assignments, the Certificate program balances theory with practical skill development to give you a comprehensive arsenal of knowledge and tools to best work with family businesses.

Topics covered include: family and business life cycles, forms and structures of ownership, strategic planning processes, theories of change, governance, succession and continuity planning.

The program also delves into the 'soft' or human issues as well, helping advisors to connect with multiple generations in the same family, and to mitigate any friction between family members.

The Certificate program consists of 9 two-day courses, of which 7 must be completed plus a one day assessment to earn your certificate. The prerequisite course, Business Family Fundamentals serves as the foundation for the program. The other 6 courses may be taken over the course of three years, in any order, to complete the program.

Upon completing the program you will have the tools needed to: navigate the difficult subject of succession, build lasting relationships with the next generation, and keep their business in your business for generations to come.

January brings two more required components of the Business Families Certificate program: the Business Family Facilitation and Communication Skills course and Succession Planning for the Business Family Part One. Utilizing world class faculty of Dr. Marion McCollum-Hampton and Amy Schuman, these are two programs you don't want to miss.

The Canadian Association of Family Enterprise (CAFE) is proud to present the 2009 CAFE Family Enterprise of the Year Achievement Award. This award acknowledges the importance of the family enterprise in today's changing economy through recognition of achievements made within a Canadian family enterprise. The awards nomination process allows for anyone to nominate a family business for the award, so we encourage all those who know of such a family business to make their nominations today!

To be eligible for this year's award, the company/organization:

- must be a family owned Canadian company/organization
- may be a family owned, private company, or a public company controlled by an individual or family
- can operate internationally, but the head office must reside in Canada

Each of the fourteen CAFE chapters will select one company from the nominations to represent their region at the national level. From there, four finalists will be selected, and from the four finalists one will take home the award.

For further information regarding the CAFE Family Enterprise of the Year Achievement Award, please call 604-827-5422 or email cafe@sauder.ubc.ca or visit our website www.sauder.ubc.ca/bfc/cafe

Discovering the Need for Family Business Education

Every family business falls into one of the following two categories. **Either...**

- 1) The relationships in the family are generally good, or
- 2) The relationships in the family are strained, or perhaps worse.

As a consequence of these realities, almost no one is really interested in taking a course about family business. Those who are getting along well don't see any need for education or help. Those who are not getting along well don't want to talk about it! (And certainly aren't interested in someone trying to teach them how to get along with people they don't even want to be with.)

Regardless of which category your family is in, the Road Map program is the program for you.

For those families whose relationships are generally good, Road Map offers numerous significant benefits. In short, it provides the following:

- 1) A forum for family members to discuss their hopes and dreams for the future.
- 2) An opportunity to learn "best practices" from other family firms.
- 3) Education regarding processes and structures that will help preserve family harmony.

For those families where it may be hard to talk about issues or where relationships may be strained, Road Map offers several unique advantages:

- 1) The video case studies are light hearted and entertaining, so that family members can laugh while learning about some of the funny things families do.
- 2) The material presented can assist families in finding ways to break old patterns, and begin to create more positive and productive ways of relating in the future.
- 3) The course is designed to ensure that no one is ever required to share anything about their family business experience; in other words, no one is "airing their dirty laundry".

WORLD CLASS RESOURCES

The Road Map program is based on research interviews with over a thousand families, conducted over a period of thirty years. The collective experience of all these families becomes available to participants through a series of case studies, interactive presentations, and small group discussions. In addition, Road Map also includes short recorded presentations from five of the most highly regarded family business professionals in the world today.

TOPICS COVERED

Most people who are associated with a family business find that mixing family and business is confusing. The Road Map program helps to "de-mystify" family business through an exploration of the following topics:

- a) **The Three Circle Model** - exploring how family, business, and ownership responsibilities are different and how they inter relate.
- b) **Different ownership structures** - understanding how siblings and cousins should work differently together, especially as compared to founders.
- c) **Relationship transitions** - explaining how to navigate the different stages and phases of life in a family business.
- d) **Dealing with conflict** - learning both how to avoid conflict when possible, and then how to manage it when it arises.

In covering these topics, family members work together to analyze, evaluate and understand their roles in the family and in the business over the next five to ten years, sharing their hopes, dreams and fears.

Over \$3 trillion will change hands, from one generation to the next in Canada, over the next 10-20 years. The fact that this transition will occur is certain! The only question that remains is whether your family will be prepared or not. The Road Map program is a dynamic, five day program offered in two, two-and-a-half day programs that we can confidently guarantee will have a positive influence on the future of your family and your business. Putting it in investment terms, the time and money spent will likely be one of the best investments you could ever make.

DAVID C. BENTALL,
ADJUNCT PROFESSOR, SAUDER SCHOOL OF BUSINESS.
NANCY LANGTON,
ASSOCIATE PROFESSOR, SAUDER SCHOOL OF BUSINESS.

Return to:

Business Families Centre
& CAFE Vancouver
The Sauder School of Business
The University of British Columbia
800 Robson Street
Vancouver, BC Canada V6Z 3B7



The Business Families Centre and CAFE Your Partners in Family Enterprise

The Business Families Centre (BFC) is one of Canada's foremost centres of academic and teaching excellence for all matters relating to family business, its members and advisors. Built on the simple fact that business families are a major force in Canadian business with a unique set of needs, the BFC exists to offer the current and coming generations of family business leaders the tools that can help their businesses—and families—grow and prosper. We achieve this through solid research, critical thinking and an uncompromising dedication to the ever-changing needs of business families and their advisors.

The BFC is aligned with the Vancouver Chapter of the Canadian Association of Family Enterprise (CAFE)—the only national organization dedicated to supporting family businesses and their members.

Focused on the Business Family

We serve the varied needs of the business family community by:

- Creating new academic curricula at the undergraduate and graduate level that is focused on business family issues
- Offering programs for business family members and their advisors in areas such as wealth preservation, managing family dynamics and organizational structure

- Providing access to a multitude of resources to assist families and their advisors with the challenges of business succession planning
- Supporting research on the issues facing business families

Owners, non-active family members, spouses, successors and advisors are all part of the mix, and can all benefit from BFC initiatives.

Why Join CAFE Vancouver?

The Canadian Association of Family Enterprise membership is more than a gateway to an influential network of like-minded business people who share accomplishments and challenges; it is an invaluable asset to help business family members like you navigate the challenging terrain that is family enterprise, ensuring that families and family enterprises build on their achievements.

For more information on CAFE membership, please contact us at cafe@sauder.ubc.ca or 604-822-0102.

Join a Personal Advisory Group

A Personal Advisory Group (PAG) is a group of 8-10 business family members who meet monthly to share personal and business ideas and support. It provides members with expert, objective and confidential advice. Peer Advisory Groups are consistently rated the best value by CAFE members.

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THE BUSINESS FAMILIES CENTRE
& CAFE VANCOUVER
THE UNIVERSITY OF BRITISH COLUMBIA

Tel: 604-822-0102
Fax: 604-827-5408
www.sauder.ubc.ca/bfc
www.cafevancouver.ca

