



# Repeat success

## 2011 PLATINUM COMPANIES

### A&W Food Services Canada Inc.



**Paul Hollands,**  
President  
and CEO

A&W Food Services of Canada Inc. is truly a Canadian-born success story that continues to thrive within its native country.

"We have aggressive expansion plans for the coming year, with the target of opening over 30 new restaurants on our base of 750. In particular we are targeting the Ontario and Quebec markets, where we have many opportunities to grow.

"A&W has several great strengths. One is our commitment to building a powerful consumer brand. A second is our skill and experience at strategically renewing the business. A third is our ability to build a powerful organizational climate. A&W has grown total system sales every year for 20 consecutive years, and has posted nine straight years of same store sales growth."

A&W's newest urban restaurants have a strong reference to the history of the A&W brand, but are also very contemporary in their feel and experience.

"Right now we have over 160 franchises sold across the country and a line of people wanting to join our business. As Canada's No. 2 burger restaurant chain we see tremendous opportunities in the coming years," Hollands said.

### Boston Pizza International Inc.



**Mark Pacinda,**  
President  
and CEO

Boston Pizza International, celebrating 49 years, employs more than 18,000 people at 345 locations coast-to-coast in Canada and this year will open from six to eight more mid-scale casual restaurants. The expansion is all part of a "three-pillar strategy" that has made Boston Pizza a success and one of Canada's 50 Best Managed Companies, said President and CEO Mark Pacinda.

"1- Building the Boston Pizza brand through inspiring and memorable advertising campaigns; 2- Providing guests with the "Perfect Guest Experience" from beginning to end. We have developed comprehensive training tools and modules, available to our franchisees and their restaurant staff on their preferred mobile devices; 3- We are committed to driving franchisee profitability which has been a key focus of ours, especially as we have come through difficult economic times."

Canada's largest chain in its category is also agile.

"We have put a multi-channel strategy in place with a new smaller store prototype for smaller towns and fast/casual concept perfect for university campuses, airports and hospitals," said Pacinda, who is also proud that more than \$14 million has been raised for charity through the 20-year old Boston Pizza Foundation.

### Coast Capital Savings Credit Union



**Tracy Redies,**  
President  
and CEO

"We believe in the importance of expansion within B.C. and outside,"

said Tracy Redies, President and CEO of Coast Capital Savings Credit Union. Geographic expansion adds scale and risk diversification important in today's challenging competitive environment."

A federal legislative and regulatory framework which would allow credit unions to go national is expected to be finalized this year. Will one of B.C.'s biggest credit unions expand to other provinces? "We will assess the benefits to our members, employees and to Coast Capital. We believe Canadians deserve a national alternative to the large banks and that our value proposition will resonate with customers outside of B.C.," Redies said.

With 454,000 members and 51 branches, Coast Capital continues to innovate. Coast Capital recently launched its 'You're the Boss Mortgage,' named the Mortgage of the Year by CanadianMortgageTrends.Com; and it has its own iPad app to link with mortgage customers, all reinforcing the company's 'How can we help you?' brand. It certainly is paying off.

"Our members continue to recommend us to family and friends at nearly twice the average of customers banking with other B.C. financial institutions," Redies said.

### Deeley Harley Davidson-Canada



**Malcolm Hunter,**  
President  
and COO

As the exclusive distributor of Harley-Davidson motorcycles, parts and accessories in Canada, Deeley Harley Davidson-Canada, founded in 1973, remains solely focused on its network of 71 authorized Harley-Davidson retailers from coast to coast. "The success of the company hinges on the success of the retailer, so we are committed to making them stronger," said company President and COO Malcolm Hunter.

This year has already seen a tremendous response to the new motorcycles, parts, accessories and merchandise, Hunter said. Next year will be even bigger due to the 110th Anniversary of the Harley-Davidson brand. The global "ride home" promotion will feature thousands of riders heading to Milwaukee, WI, for a grand celebration. "It will be the rumble heard 'round the world,'" Hunter said.

Deeley Harley-Davidson Canada's distribution facilities are in Richmond, British Columbia and Concord, Ontario, with a total staff of 128, 33 of which are in B.C.

"We are the leaders in our category—and it shows. [Since the downturn] we grew our market share significantly, managed our inventory well, invested in marketing programs and events to expand our customer base and deliver better customer experiences," Hunter said.

### Golder Associates Ltd.



**Mark Brightman,**  
President

Golder Associates Ltd. achieved Platinum Club member status

in 2011 with Canada's 50 Best Managed Companies program by retaining their Best Managed designation for more than six consecutive years.

"Our people drive our success - demonstrating the freedom to excel, the knowledge to find the answers, and the passion to make a difference at every level of our organization," said Mark Brightman, President of Golder Associates. "Achieving these accolades is a tribute to their dedication to excellence". Golder is employee owned, he noted, proving "you take care of what you own."

Founded 52 years ago, Golder Associates first established itself in Canada and then expanded in the U.S., U.K. and Australia. It is now a global leader in such disciplines as ground engineering, natural resources management, environmental assessment and management, decommissioning and decontamination. Golder now has 160 offices around the world and approximately 7,000 employees.

"The abiding belief of our founders was that clients receive the best work when tight groups of professionals are intensely focused on solving problems with innovative solutions. That's still our approach today," Brightman said.

### Great Little Box Company Ltd.



**Robert Meggy,**  
President

If industry awards could be stacked like boxes, Great Little Box Company Ltd. would likely need more space. This marks the fifth time the B.C.-based company has been named among Canada's 50 Best Managed Companies, and Great Little Box has also been awarded three times as Entrepreneur of the Year, six times among Canada's Top 100 Employees and consistently as the best company to work for in British Columbia

Growing through acquisition - it has purchased six companies in the past two years - Great Little Box Company has also harnessed innovation through its 26 years of success.

Today, the company has two industry-leading inventory management programs that allows customers to manage package requirements, warehouse space and cash flow, noted company President Robert Meggy. The result: customers save time and money.

Meggy has no illusion about what has made the Great Little Box a great big success. "People are the one big thing," he said. The company places a great emphasis on its staff, hiring only the best and creating a positive work environment that includes profit-sharing and goal incentives, Meggy said.

### ITC Construction Group



**Doug MacFarlane,**  
President  
and CEO

With 28 years of experience as a general contractor, ITC

is a Western Canadian leader in the construction of residential and commercial high-rise developments. ITC has been named one of Canada's 50 Best Managed Companies for nine consecutive years.

Award-winning examples of ITC's work in Metro Vancouver include the Woodward's redevelopment in downtown Vancouver and 2300 Kingsway. "We are going to remain focused on our specialty this year - high rise residential developments. With the improved market conditions, Vancouver and Calgary have a number of projects that are coming to fruition and we are working hard to deliver them," MacFarlane said.

"The biggest challenge once again is lack of qualified manpower," he said, noting that ITC has ramped up its training efforts in both B.C. and Alberta.

Community causes also remain a priority at ITC. This year, for example, ITC will begin construction of the new Ronald McDonald House that will provide accommodation for 75 families while their children are being treated at BC Children's Hospital. ITC has committed \$1.3 million in services to make this project a reality.

### Nuheat Industries Ltd.



**John Rose,**  
President  
and CEO

When B.C.-born and based Nuheat Industries Ltd. opened its Boston office

last year - in the midst of the continuing U.S. housing downturn - sales for the fiscal year were 2.5 times higher than projection. In Chicago, where the Nuheat sales team is led by Vancouver native and former Chicago Blackhawk Dave Mackie, sales of Nuheat's radiant-type heating systems are also strong, as they are in New York City.

Yet all Nuheat products are B.C.-made at its new twin-shift, 35,000-square-foot "lean manufacturing" plant in Richmond, confirmed Nuheat CEO John Rose.

Despite tempting incentives to move manufacturing to the U.S. - which accounts for 60 per cent of annual sales - Nuheat will keep production in B.C., Rose said. At its super efficient, paperless facility, just 35 staff produce and package all Nuheat products sold across North America.

Nuheat is well known for its in-floor radiant heating, but the company has seen great success with its introduction of "freeze protection" outdoor systems that heat everything from driveways to roofs.

Rose believes the nascent U.S. recovery may lead to a third Nuheat production shift this year.

### Odlum Brown Limited



**Debra Hewson,**  
President  
and CEO

With 215 employees and nine decades of experience,

B.C.-based Odlum Brown Limited has ranked among Canada's 50 Best Managed Companies in Canada since the last century. Yet, says President and CEO Debra Hewson, the company's position as a leader in investment management all comes down to its people.

"A large part of our success has been the quality of our people, great people who are passionate about what they do and proud of where the work."

Hewson doesn't hesitate when asked about the greatest challenge facing Odlum Brown Limited this year. "Our biggest challenge is continuing to find those people who will fit in with that culture."

Odlum Brown Limited is wholly owned by its employees, Hewson noted. Founded in 1923, Odlum Brown Limited is known as an independent, full-service investment firm providing disciplined investment advice and objective value-based research with a radar focus on clients in its home province.

"We are a B.C. company. It is a market we know well and we are very involved in the communities where we have offices. This helps build client relationships and gain the trust of investors," Hewson said.

### The Oppenheimer Group



**John Anderson,**  
Chairman,  
President  
and CEO

The Oppenheimer Group has been named

among Canada's 50 Best Managed companies since 2001, achieving Platinum Club status in 2008, which, incidentally, was its 150th year in business.

"It would be impossible for a company to thrive for more than a century and a half, and be formally acknowledged as a leader for over a decade, without a team of highly dedicated professionals getting the job done every day," says Anderson.

A leading North American fresh produce distributor and marketing company, Oppenheimer has 260 employees working in a dozen offices across the U.S., Canada, and Chile. More than 100 are located in B.C.

"There's no denying 2011 was one of the toughest in recent memory. But, by following our strategy, we weathered the challenges, and I'm proud to say, have emerged even stronger than before.

"As a marketer of safe, nutritious, fresh fruits and vegetables from around the world, we are committed to giving everyone a quality eating experience. Good experiences with produce translate into healthier habits. And that's something we can all feel pretty good about."