

The Alberta Business Family Institute
presents an evening with...



THE BREWSTER FAMILY

Tuesday } Thursday
November 2 } November 4
Calgary } Edmonton



WELCOME



Welcome to the Alberta Business Family Institute's 8th annual Signature Event! We are proud to support family enterprise by offering unique and customized programs and services to business families and their advisors. A key component of that role is to highlight a leading Canadian business family – from the Fuller family last year, to the Honourable Paul Martin and family, Asper, Shaw, Melton, Gagnon and Richardson families in previous

years. As each family shared their journey with us, we learned how they developed a proud legacy of values and visionary leadership that enriched our community.

This year we celebrate the history and success of another outstanding multi-generational business family – the Brewsters. Today, we know them best as the family that brought us 100 years of entrepreneurial spirit through their history in the Canadian Rockies as pioneers in the lodging, outfitting and service industries. We wish to thank Annette and Bud Brewster and their daughters Janet, Cori and Alison for sharing their family story with us.

Thank you for supporting our event through your attendance and sponsorship. Your support makes it possible for the Alberta Business Family Institute to continue serving the unique needs of business families and their advisors.

Grant Lovig, Board of Directors Chair
Alberta Business Family Institute

Table of Contents

Welcome.....	2
The Evening's Program.....	3
Bud & Annette Brewster	5
Janet Brewster	6
Cori Brewster	7
Alison Brewster	8
Tristan White Jones	9
Alberta Business Family Institute	10
ABFI Leadership.....	11
Programs.....	12
2010/2011 Preview.....	13
Sculpture.....	14

The Evening's Program

Reception and Registration

Master of Ceremonies: Grant Lovig

Official Welcomes

Dinner

Brewster Family Presentation

Moderator: Tristan White Jones

Question and Answer Period

Cori Brewster performs a song called 'William Twin' – a tribute to this Stoney/Nakota man

Closing Remarks



Bud & Annette Brewster

Bud Brewster, a fourth generation descendant of John Brewster, built an entrepreneurial legacy in the Rockies with the help and support of his wife Annette. Together they purchased, constructed and operated Brewster's Mountain Pack Trains, Kananaskis Guest Ranch, Mount View BBQ, Shadow Lake Lodge, Kananaskis Ranch Golf Course and other real estate holdings that would become the site of Brewster's Mountain Lodge.

Bud, a self-proclaimed carpenter, literally built much of what remains in the family today. While Annette raised their three daughters Janet, Cori and Alison, she also maintained the books and managed other business details. She was at Bud's side as they tackled the future together.

Today, the operations are successfully run by Bud and Annette's daughters and their spouses. Over 100 years have passed since their humble beginnings and still the Brewster family continues the tradition of providing guests with an adventure in the Canadian Rockies that is second to none.

Janet Brewster

Janet has been continuously involved in the Brewster family's business development, operations and expansion since the late 1970's; including the guest ranch, hotel, golf course, and horse operations. She is a graduate from the University of Calgary with a Bachelor of Arts in Political Science.

Married to Kevin Stanton, they have two daughters Lacey and Bailee who are both presently pursuing equine related studies. The family lives on the Kananaskis Ranch where Janet is now working on a re-development of the historic family homestead.

Past Chair and Director of the Banff Lake Louise Tourism Bureau, Janet led a restructuring process in 2001 that made the Bureau more accountable to its members. She has also been the Treasurer of a small private school that her girls attended and more recently, chair of a local high school rodeo association.

In recognition of their successful dedication to the hospitality industry, the Brewster's were awarded the Family Business Award by the University of Calgary's Venture Development in 1996. At this event, Janet spoke about women as successors to family businesses.

The family also received the Banff Park Award for Heritage Architecture in 2000 for the Brewster's Mountain Lodge. The award was earned for the Lodge's historical theme reflecting the families outfitting heritage in the National Parks.



Cori Brewster

Cori began singing with her mom and sisters on rocky mountain trail rides; a pastime that would lead to her future career as a singer-songwriter.

She studied at Red Deer College and the University of Alberta, graduating with a Bachelor of Physical Education before returning to her music career.

Cori has released four (4) full-length albums of original music: *One More Mountain* (1994), *Stones* (1998), *Large Bird Leaving* (2007), and *Buffalo Street* (2009). Her most recent CD, *Buffalo Street* is a collection of stories inspired by the rich history of the Canadian Rockies and remains a steady presence on national and international music charts since its release in June 2009. She has toured across Canada, New Zealand and Germany.

In between the releases of *Stones* and *Large Bird Leaving*, Cori's partner Jacqueline Hutchison gave birth to their son, River, now 12, and together they moved back to the Rockies. Cori then managed the Kananaskis Ranch Golf Course until 2008 pursuing her interest in sports, while continuing to work on her musical career.

Cori was named the Honorary Chair of Canmore's Artspeak Festival, is currently on the Board of Directors of the Alberta Music Industry Association and coaches her son's soccer and volleyball teams.



Alison Brewster

Alison started working in the family business at the age of 13, working in the backcountry by helping cook and wash dishes.

After obtaining a degree in Fashion Design from Ryerson University, Alison's love of the backcountry would draw her back to Banff to develop and manage Shadow Lake Lodge, with her father Bud Brewster and husband Bryan Niehaus. Shadow Lake Lodge, located in Banff National Park, is a remote back country accommodation with cabins, accessible only by hiking or cross-country skiing.

Alison and Bryan also own and operate Mountview Barbecue in Banff by catering western entertainment and evening dinners to corporate, incentive, and association groups.

In 2001 Alison became General Manager of Brewster's Mountain Lodge, a 77 room & suite boutique hotel in the heart of Banff with a unique western style in keeping with the Brewster family tradition.

Along with operating her businesses, Alison is a council member of the Improvement District #9, an active volunteer at the Banff elementary school and mother to Morgan and Joleen Niehaus.



Tristan White Jones

Tristan White Jones was born and raised in Banff along side the Brewster girls.

Along with cherishing her life long friendship with the family, Tristan has benefited immeasurably from her more than 15 years working with, and being mentored by, two generations of the Brewster family.

Currently, Tristan manages a family owned property management company and assists her husband in running a small furniture design and manufacturing business in Smithers, BC. Participating in her family's legacy in Banff, she is also President of the Peter and Catharine Whyte Foundation, the governing board responsible for the Whyte Museum of the Canadian Rockies.

Alberta Business Family Institute

Family businesses employ over six million Canadians and account for over half of Canada's gross domestic product. Yet 70% of family-owned businesses fail before they are passed to the second generation. That figure jumps to 90% of third-generation successions. The Alberta Business Family Institute can help.

Built on the principle that family enterprise is at the heart of the economy, the Alberta Business Family Institute (ABFI) offers innovative programs and services to business families. We are closely affiliated with the Centre for Entrepreneurship and Family Enterprise (CEFE) within the Alberta School of Business at the University of Alberta. CEFE is internationally recognized for its excellence in research and university-based teaching programs.

As part of one of the world's leading universities offering degrees in Family Enterprise and through alliances with family business organizations worldwide, ABFI is uniquely positioned to provide direct access to essential tools, resources, support and research-based outreach programs for business families and their advisors across Alberta.

ABFI's rural office in Camrose runs the Creating Pathways for Entrepreneurial Families project, ensuring ABFI's resources are accessible to rural business families.

For more information, email abfi@business.ualberta.ca or call 780.492.0234.

ABFI Leadership

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Programs

ABFI assembles teams of experts that are dedicated and skilled in assisting business families address the unique challenges and opportunities they face. We constantly strive to meet the needs of business families by offering customized programming in the following areas:

- * Succession, Retirement and Estate Planning
- * Corporate Governance
- * Family Councils
- * Managing Shared Assets
- * Leadership Development
- * Financial Literacy For Youth
- * Facilitator Training
- * Conflict Management
- * and more ...



BUSINESS FAMILIES FOUNDATION

ROAD MAP FOR ENTREPRENEURIAL FAMILIES

Roadmap

Developed by the Business Families Foundation and exclusively licensed to ABFI in Alberta, RoadMap is designed to enhance the ability to blend family needs with business issues. It teaches participants how to communicate more effectively and to understand the different perspectives of those involved in the business, the family and the ownership. RoadMap is regularly scheduled as needed to accommodate the participating families.

2010/2011 Preview

For a full description of our current programs, and to register, please visit www.abfi.ca.

* CALC Breakfast Series:

- The Introduction of ABFI
- The 12 Steps of Succession Planning
- Setting up a Family Council
- Setting up an Advisory Board
- Retirement Planning
- Philanthropy & Setting up a Foundation

* Accelerate Your Business with Donald Cooper

* Business Link: Passing the Torch

* Canadian Tourism Human Resource Council (CTHRC): Dealing with the Stress of Succession Planning

* Independent Financial Brokers (IFB) 2010 Alberta Fall Summit: The Dynamics of Business Families

* IFB Northern Alberta Advisor Education Event: The 12 Steps of Succession Planning

* Financial Literacy and Specialized Pilot Projects in Financial Literacy

* ABFI Breakfast Series:

- Family Systems
- From Great to Gone: The Rise and fall of Cooper Canada with Donald Cooper
- The Dynamics of Business Families
- Setting up a Family Council
- Advisory Boards
- Shareholders Agreements

* 12 Steps of Succession Planning

* Management Essentials Certification Program with a Specialization in Family Business (in partnership with Executive Education)

- The Two Key Structures of Family Business
- Family Systems
- The 12 Steps of Succession Planning
- Accounting & Legal Terminology for Family Business
- The Dynamics of Business Families

* NxGen Leadership Series & Reception

* Trusted Advisor Certification

* Facilitator Workshop

* RoadMap

Sculpture

Good Company – Boris Kramer, Sculptor

Through his father Richard, the traditional blacksmith craft was passed on to Boris; at home, art and metal were part of daily life. After completing a degree in Fine Arts at McMaster University in 1995, Boris committed his artistic future to metal and joined his father at the forge.



Good Company

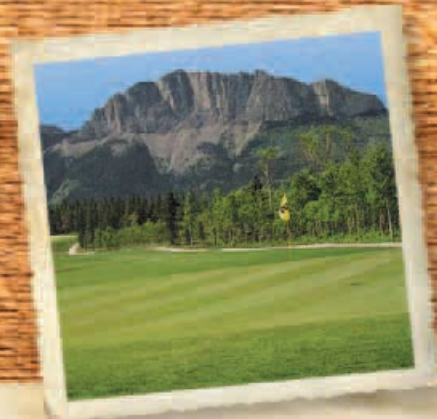
*What rare and special joy it is
To see and meet good company
Where all unite through common vision,
A vision unattainable alone.
Where each has learned to share
A special gift with gladness.
When mutual respect has led
To mutual acceptance
Group support surrounds
The leadership
And leaders say without regret
Your company is worth the effort.*

—Richard Kramer, blacksmith and poet

Notes



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