

100
YEARS OF VETS
VETSGROUP.COM



SIGNATURE EVENT 2023

The Rayner Family

VETS Group

OCT 3 - CALGARY | OCT 4 - EDMONTON

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Alberta Business
Family Institute



**UNIVERSITY
OF ALBERTA**



Matt Knight
Executive Director
ABFI

Greetings & Welcome

Welcome to the 2023 Signature Event, ABFI's celebration of business families. Tonight, we gather to network, to learn, and to celebrate family business. This year, the spotlight is on the Rayner Family and VETS Group—a testament to tenacity, evolution, and over a century of dedication. Their journey mirrors many of yours: braving challenges and building legacy.

Beyond celebration, connections and learning, tonight's event supports funding for ABFI, solidifying our commitment to enabling the growth, innovation, and prosperity of business families. Each conversation, each insight shared tonight, adds to the grand narrative of family enterprise.

With gratitude for your continued support and belief in our mission, I look forward to the stories, connections, and opportunities to collaborate at this year's event. A special thank you must be given to the Rayner Family for sharing their intimate story in such a public, open, and vulnerable way. It's been an honour and a pleasure to share this journey with the you.

Matt Knight
Executive Director, Alberta Business Family Institute

Alberta Business Family Institute

ABFI recognizes the vital impact of family enterprises on our economy. We are committed to improving the outcomes for Business Families through the provision of targeted research, comprehensive educational resources, and outreach in areas including business family succession, corporate governance, and leadership development.

Our Vision

Enabling continued growth, innovation, and prosperity for Business Families.

Our Values

- Community & family impact
- Business family mindset
- Creative & innovative solutions
- Leading change

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Master of Ceremonies: Jeff Tetz

Jeff Tetz, CEO & Partner at Results, is passionate about helping leaders build great workplaces. Since 2011, working alongside an experienced team of business advisors, he's been introducing companies in Canada to the power of execution discipline and how transformative it can be for a business and its people.

Jeff brings a well-rounded perspective to leadership having spent time on the business side of professional sports with the Edmonton Oilers and Edmonton Elks, and on the coaching side working with high-performance athletes in junior hockey for two decades.

He is the host of Unleashed, a leadership podcast produced by Results where he interviews the world's top leadership authors and business thinkers to help listeners unleash their own leadership potential.

Away from work, he is a self-proclaimed mountaineer and a life-long learner. He also serves on the board of the Brain Care Centre and is the founder of Santa YEG, an organization focused on feeding Edmonton's homeless population during the winter months.



Jeff Tetz
CEO & Partner
Results.

Moderator: Lynne Fisher

Lynne Fisher is the National Team Leader of MNP's comprehensive succession program, ExitSMART™. Drawing on more than 20 years of direct experience, Lynne brings her expertise to MNP's succession and Family Office services, which provide end-to-end succession planning for privately held companies. She has worked with clients in a variety of industries and brings expertise from having been a commercial banker, educator, and owner of her own family's businesses.

As a Certified Family Council Facilitator, Lynne has worked as a trusted advisor with some of Canada's leading privately held and family-owned companies, helping in the transition of ownership and leadership from the founder(s) to the next generation of leaders and establishing governance structures to preserve and progress the wealth and wisdom of families.



Lynne Fisher
National Leader
ExitSmart
MNP



VETS Group: Driven by Honour

The VETS Group was established in 1921 when the company's founder, World War I Veteran Fred Rayner, began installing his own patented gravity furnaces in post-war bungalows around Edmonton. Today, the company is led by 4th generation President, Sean Rayner, and has become a progressive group of mechanical, sheet metal, and service divisions that are leaders in both industrial and residential HVAC systems fabrication, installation, repair, and maintenance.

VETS Sheet Metal services the Western Canadian industrial HVAC market from offices in Edmonton, AB and Burnaby, BC. A team of over 130 tradespeople and engineers complete complex work in the wood fibre, oil and gas, power generation, mining, institutional and water treatment industries from Vancouver Island to the Yukon, and as far east as Manitoba. VETS Facility Services offers proactive maintenance for building owners, property managers, and multi-unit residential throughout central Alberta.

Social consciousness is entrenched in the company culture beginning with Fred's efforts to assist some of his employees pay for life insurance. Today, VETS Group remains dedicated to company employees like family. Their value code, **HONOUR**, guides operations and strategy every day. It is by **H**uman leadership, **O**wnership mentality, a **N**urturing environment, **O**pen communication, a **U**nited team, and **R**enowned craftsmanship that unites staff across multiple departments, and geographical regions.

To celebrate VETS' centennial, company leaders launched ESOP (Employee Shareholder Ownership Program) as an innovative succession and transition plan. Their broader community outreach efforts also include supporting local associations and charities, including Valour Place and Little Warriors.

For over a century, the Rayner Family has guided VETS to become a recognized leader in Canadian family businesses, while always maintaining the "get-it-done attitude" that Fred Rayner exemplified.



Sean Rayner

Whenever he stepped inside a building as a kid, Sean would look up at the ceiling and ask his dad, "Did Vet's do that?" He studied business at NAIT then moved to Toronto to learn sales in the growing telecom era. After deciding to join the family business after his father's cancer diagnosis, he and Erin put together a plan to carry VETS into the 21st century.

Sean's approach to business has been to remove roadblocks standing in the way of growth. When he became President & CEO in 2005, he stopped accepting "Because that is how we have always done it" as an answer and focused on modernizing. The company grew quickly—Vet's Sheet Metal Ltd. became VETS Group, and offerings were expanded to include facility services, electrical, and mechanical and the company further specialized in dust collection system design.

Sean was keen to articulate company values, fostering an ownership mentality among his employees. He attributes company successes to ensuring staff feel informed, engaged and empowered.

Sean sat on the SMCANA Alberta and CAFÉ Canada boards, and served as board president for CAFÉ Edmonton and Valour Place. He is currently a trustee for the Alberta Sheet Metal Workers' Pension Plan, a plan his grandfather helped found and his father fought for.

In 2021, in conjunction with VETS' centennial anniversary, Sean introduced an Employee Share Ownership Plan (ESOP), for which his employees have already seen a 78% return on their investment.

Outside of work, Sean plays hockey, skis, golfs, hunts and coaches his son's hockey team. He also loves to sing in his car, and at any karaoke bar that happens across his path.



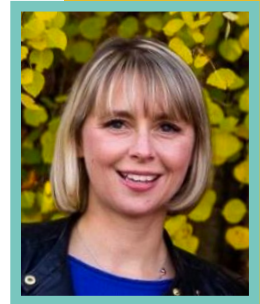
Sean Rayner
4th Generation,
President & CEO

Erin Rayner

Erin is a world traveler, jazz singer, writer, and business owner. After completing a music diploma at MacEwan, Erin graduated from NAIT in Marketing, with honours. She left Edmonton for Toronto in search of a career that would let her exercise creativity and keep her business mind sharp. She worked at the Toronto International Film Festival and as an executive producer's assistant on CBC's, "The Nature of Things."

She returned to Edmonton to work on the family business succession plan with Sean and in 2006, started ED Marketing & Communications, working with some of Alberta's largest companies. In the early years of fourth generation ownership at VETS, her contribution was behind the scenes, helping with rebranding, marketing, events, and as a sounding board to Sean.

Erin returned to the family business full time in 2016 to oversee marketing, community relations, communications and business development. She is mom to her son, Rogue, and enjoys weekends eating snacks while wandering through Edmonton's river valley. She believes strongly in telling all stories, including the mothers' and the women's stories, even when they are not the face of the business. She enjoys writing, singing, playing tennis and pottery in her free time.



Erin Rayner
4th Generation,
Vice President,
Business &
Corporate
Development

David Rayner



David Rayner
3rd Generation,
President & CEO

David Rayner was born into the family business, spending his first two years of life in an apartment above the Vet's shop and offices. As a toddler, he traveled to Lennox dealer conventions with his parents. In high school, David traveled to industry trade shows and visited major suppliers and toured plants.

Before becoming the third successor of VETS, David attended the Carrier Corporation Air Conditioning Engineering program at their facility in Syracuse, New York and later studied business administration at NAIT. Succession planning involved some school of hard knocks in the operational and financial realms of the business, and mentoring from his father, Allan. David moved operations into a single building, with manufacturing, estimating, and administration under one roof.

He modernized machinery to include computer assist, added CAD design systems and managed new progress during the early computer age. During David's tenure, Vet's continued to do larger institutional ventilation contracts, including the Walter C. MacKenzie Health Sciences Centre at the University of Alberta and the Edmonton Remand Centre, among many others.

David was gifted a ticket to attend the CAFE (Canadian Association of Family Enterprise) family event in 1997. At the event he won a draw for free membership, and over the following years, attended seminars and enrolled his family in the Road Map course with ABFI, where they explored succession planning. Little did they know how soon the education and the discussions it stimulated would be put to use when he was diagnosed with terminal cancer in 2003.

David enjoys kayaking, wood carving, reading and visiting with his two grandchildren.

Alison Rayner



Alison Rayner
4th Generation,
Spouse

Alison is a trauma-informed, Certified Master Life Coach who helps women heal their relationship with money. She holds three diplomas from NAIT, one in radio and television, and two in business administration, marketing and management and a certificate in special events management.

She met Sean in grade 10 French class, and when he returned to Edmonton from Toronto, they rekindled their relationship and married in 2004. She is mom to their son, Rhys. She dedicates much for her time to advocacy, raising awareness for children's mental health, infertility issues and ADHD among middle-aged women.

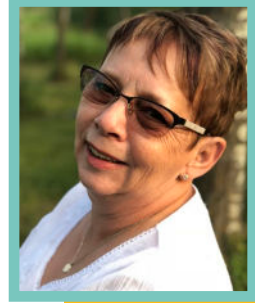
Alison is a show jumping athlete with her partner (and horse) Athena. She trains six days a week and competes locally through the summer months. As a mom, her favourite thing to do with Rhys is snuggle and let his anxiety melt away. She also enjoys being a goalie mom and volunteering as treasurer for Rhys' hockey teams.

Brenadette Rayner

Bernadette is appointed Chaos Coordinator of the Rayner Family, as well as business. After 50 years, she is often still putting together the jigsaw puzzle of a life lived alongside a family business.

She completed her BA at the University of Alberta in languages, and after Erin and Sean started grade school, she returned to University to complete a diploma in adult education, and taught ESL to adult immigrants for 10 years. She also ran the household, took care of the bookkeeping for ED Marketing, Erin's marketing and event planning business, as well as worked in the family business on two separate occasions when David was president.

Bernadette has always gone where she is needed, adept at stepping into any skill set essential to keeping the family business in motion. As a mom, her focus on family values was steadfast. Honesty and speaking her truth in a loving way was at the top of the list, as well as learning to collaborate and letting all voices in the room be heard. A mantra she likes to live by: "Feel the fear and do it anyway."



**Bernadette
Rayner**

3rd Generation,
Chaos
Coordinator



Alberta Business Family Institute

OUR SIGNATURE FAMILIES

- 2022 – The Hay Family of Scandinavian Building Services
- 2019 – The Koeller Family of Calvert Home Mortgage Investment Corporation
- 2018 – The Rosenau Family of Rosenau Transport Ltd.
- 2017 – The Gupta Family of Rohit Group of Companies
- 2016 – The Forseth/Bacon Family of Swimco
- 2015 – The Price Family of SUNTERRA
- 2014 – The Hutchinson Family of Daytona Homes
- 2013 – The Mullen Family of the Mullen Group
- 2012 – 10th Signature Anniversary with the Richardson Family
- 2011 – The Stanton Family of The Running Room
- 2010 – The Brewster Family of Brewsters Adventures and Sightseeing Tours
- 2009 – The Fuller Family of Earls, Joey Restaurant, Saltik Steakhouse
- 2008 – The Martin Family of Horizon Capital Holdings & Canada Steamship Lines
- 2007 – The Asper Family of CanWest Global Communications Corp.
- 2006 – The Shaw Family of Shaw Communications Inc.
- 2005 – The Melton Family of Melcor Development Limited
- 2004 – The Ganong Family of Ganong Bros. Limited
- 2003 – The Richardson Family, James Richardson & Sons Limited

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