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Canada's cream of the crop

From business to medicine to the arts, this year's honourees are an impressive — and inspiring — array of talent. See C3.



NATIONAL POST, WEDNESDAY, JUNE 26, 2019



Cole Burston/Postmedia



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Elan Pratzter, left, and John Hughes: Canada's Top 40 Under 40 a celebration of the growing culture of success among up-and-comers.

CANADA'S TOP 40 UNDER 40 2019

A superlative class: Diverse, innovative risk-takers

MARY TERESA BITTI
Postmedia Content Works

From coast to coast, Canada is a country of diverse innovators, working across industries and sectors, doing things differently, taking risks and making a difference in their organizations and communities. Three years into its relaunch, this is the story Canada's Top 40 Under 40 has uncovered and is sharing with the world. From corporate boardrooms to entrepreneurial startups, from energy to technology, young leaders are being creative and impactful.

When international executive search firm Caldwell Partners first introduced the awards program in 1995, the goal was to fill what it saw as a gap. "We set out to honour young people doing special things, because I think sometimes Canada doesn't celebrate our successes enough and honour people who have taken risks and been dynamic and unique and created employment and opportunity for others and themselves," says Elan Pratzter, partner, real estate and financial services, at Caldwell.

"The future of our country is now but we need to identify, celebrate and support it. When you have a culture of pride in who we are and our successes, that becomes self-perpetuating. That's what we need. The award shows we have that strength developing," says Pratzter.

Consider the numbers: since its inception, Top 40 has recognized close to 800 outstanding Canadians who have gone on to establish themselves as difference makers, creative thinkers and performance drivers both here in Canada and globally. Top 40 alumni include hundreds of nationally and internationally prominent chief executive officers, chief financial



2018 Honouree Iggy Domagalski, CEO of Tundra Process Solutions, strikes a pose with his family and colleagues at the selfie station at last year's Top 40 Awards Night. PHOTO SARAH PALMER

officers, executives and, increasingly, entrepreneurs.

What continues to impress John Hughes, senior vice-president, private enterprise, at MNP, Canada's largest accounting, tax and business consulting firm serving mid-market companies and Top 40 presenting partner, is the diversity of the nominees and honourees. They come from across the country, from across industries and sectors, and from varied cultural backgrounds. This year about 40 per cent of nominees and honourees are women. This is not by design. Each honouree has been selected based on their achievements in each of four selection criteria:

- vision and innovation
- leadership
- impact and influence
- social responsibility

"The winners represent a cross-section of Canada, which is what we want," says Hughes. "This is a celebration-of-Canada award and we want to represent diversity, show the talent we have and, hopefully, they will make a commitment

to stay and build their companies and organizations here in Canada."

That was certainly a key objective for Caldwell when it created Canada's Top 40 Under 40. It is particularly critical today, as the country is seeing a seriously burgeoning entrepreneurial and vibrant, exciting technology sector. "My dream would be to see that stay in Canada and watch these companies grow — and grow large. I'd like to see them become the next Constellation Software or OpenText," says Pratzter. "I'd like to see these honourees build institutional knowledge in this country of how entrepreneurial companies grow substantial businesses."

While home base is Canada, honourees are increasingly thinking and growing globally. This is as true for academic leaders as it is for entrepreneurs.

"For example, honouree Dr. Cynthia Qian is an assistant professor in ophthalmology at the University of Montreal who is working on a bionic eye," said Hughes. "That's a global play."

Just as this year's honourees look past geography, so, too, do they see beyond the status quo. Carey Arnett is president of Arnett & Burgess Oilfield Construction, a pipeline and oilfield construction company in Alberta. "She's a woman in a male-dominated field but she's been successful because she is willing to innovate and has applied new technologies in a sector not known for innovation," says Hughes.

To a person, this year's honourees take risks. They want to do something that hasn't been done. They are not trying to replicate something else. And they are able to instill confidence in their teams to buy into the vision. "Just as technology is taking over more and more of our lives, it's also true that it's becoming more and more important that leaders have empathy, truly listen, seek input and feedback," says Hughes. "There is a higher purpose to what they are doing and they have been successful in integrating that purpose and social impact with their day's work."

What's next for Top 40? The program will continue to evolve and encourage honourees past, present and future to be ambassadors for Canada and leaders on the world stage; to help build a community and leverage that brain trust to build Canada.

"We'd like to see Top 40 alumni become more of a social network, that sees itself as having an obligation to give back to Canada and to create opportunities to do that," says Pratzter.

"I am incredibly encouraged that this country my parents chose as immigrants was a great choice for me and my family. I see great Canadian youth being incredibly innovative and dynamic, and now we have to celebrate, support and encourage them."

“EACH OF THE HONOUREES CAN POINT TO A TIME WHEN THEY MADE A DECISION TO TAKE A RISK BECAUSE THEY WANTED TO DO SOMETHING UNIQUE AND DIFFERENT AND AN OPPORTUNITY PRESENTED ITSELF. THERE IS ALWAYS A LIFE MOMENT THAT SET THEM ON THEIR PATH. — JOHN HUGHES, SENIOR VICE-PRESIDENT, PRIVATE ENTERPRISE, MNP

What it means to be a Canada's Top 40 Under 40 honouree

MARY TERESA BITTI
Postmedia Content Works

Blake Hutcheson, president and CEO of the Ontario Municipal Employees' Retirement System (OMERS), remembers clearly the day back in 2000 when he stood alongside Tim Hockey, president and CEO of TD Ameritrade, to receive their Canada's Top 40 Under 40 Awards.

“When I won, I was the CEO of a real estate service company. Our board was really excited for me. I think it gave them an added boost to get behind me to build the company. It also gave me a connection base I wouldn't have had,” says Hutcheson. “The winners all went off to a retreat for a couple of days and I got to know some of my generation's stars and many, like Tim Hockey, are still great friends.”

These stars went on to remarkable records of achievement post-Top 40 recognition as national and global leaders in their respective fields. Since its inception in 1995 and relaunch in 2017 after a five-year hiatus, Canada's Top 40 Under 40 has recognized close to 800 outstanding Canadian men and women innovators, risk-takers and change-makers. This year's honourees are the most diverse group in the program's history, with honourees coming from coast to coast, across industries and sectors and from the many cultures that make up Canada.

“Diversity is perhaps the

biggest theme to emerge since Caldwell created the program,” says Elan Pratzter, partner, real estate and financial services, at Caldwell. “Canada has been a very diverse country for a long time and that diversity is reflecting itself in everything we do and who we are. Society is constantly evolving, and we have to make sure everyone has equal access to opportunity. We didn't set out with the award to do that. We set out to honour young people doing special things, because they are our future.”

For Hutcheson, who is a member of the Top 40 advisory board and helped select this year's recipients, that future is bright. “I'm glad I don't have to compete any more,” says Hutcheson. “The list is humbling. It's an incredible year of young and impressive talent and I think it bodes well for Canada's future.”

Candidates undergo a rigorous vetting process and were selected from almost 950 nominations — that resulted in over 300 written submissions. Caldwell reviews every submission and selects the top 100 who set themselves apart in terms of the criteria: vision and innovation; leadership; impact and influence; and social responsibility. These 100 candidates are interviewed by Caldwell and MNP, Canada's largest accounting, tax and business consulting firm serving mid-market companies and Canada's Top 40 Under 40 presenting partner.



2008 Top 40 honouree Mitch Joel, a member of the program advisory board, says he was impressed by the number of young people who are helping older companies flourish. SUPPLIED

“The interviews are fascinating because we go back to the beginning,” says John Hughes, senior vice-president, private enterprise, at MNP. “Each of the honourees can point to a time when they made a decision to take a risk because they wanted to do something unique and different and an opportunity presented itself. There is always a life moment that set them on their path.”

Once interviews are com-

pleted, Caldwell identifies a short list of candidates who are presented to an independent advisory board that will come together for a day-long meeting to debate the merits of the candidates and to vote using a confidential, electronic voting system that assigns a score to each criterion. This all happens in real time for each of the candidates.

“The candidates we see are very strong and the board is expected to come

prepared. It begins with a preliminary discussion by the team at Caldwell on why each candidate is there,” says Mitch Joel, founder of Six Pixels Group, an advisory, investing and content producing company, who received the award in 2008 and has served as a member of the advisory board since the program's return in 2017. “Usually someone there knows the person and can add further comments. We discuss their

qualifications, are they adding value to the community. Votes do not close until everyone has voted. You see live on the screen how things are unfolding.”

One trend among this year's honourees took Joel, an entrepreneur, by surprise: “People doing great things in businesses they did not create; remarkable things in older industries,” he says. “We tend to live in a world where young people are very project-driven, solopreneurs, digital nomads, doing these startups, everyone has an app, and so when you see that, wow, that person is really engaged in this big organization. It tends to run against what the media focuses on.”

It also reinforces a theme that has linked Top 40 honourees from day one: young people being innovative and having an impact across industries and sectors. “It's not just people doing the same thing better. Nominees are doing things differently and being creative,” says Pratzter. “We've seen it in the energy sector, banking, health care, not-for-profit, technology.”

Sharing their stories and celebrating the success of the country's young leaders making a difference is the reason Caldwell created Canada's Top 40 Under 40 in 1995. “The hope is that they will stay and continue to be difference-makers here at home and that future leaders will see themselves in honourees and build the confidence to do the same,” says Pratzter.

MNP

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Canada's Top 40 Under 40 2019

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 Kate Darling General Counsel, Inuvialuit Corporate Group
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 Dr. Caitlin Dunne Co-Director, Partner, Pacific Centre for Reproductive Medicine
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 Justine Janssen Senior Vice-President, Strategic Initiatives, Ceridian
 Francois Lafortune Chief Executive Officer, Diagram Ventures
 Dr. Zachary Laksman Cardiac Electrophysiologist & Assistant Professor, University of British Columbia; Director, St. Paul's Hospital Atrial Fibrillation Clinic
 Steve Lau Partner, Whitecap Venture Partners
 Janet LePage Chief Executive Officer, Western Wealth Capital
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 Stephen Petasky President & CEO, The Luxus Group
 Dr. Carla Prado Associate Professor; Campus Alberta Innovates Program Chair in Nutrition, Food and Health; Director, Human Nutrition</p> | <p>Research Unit, University of Alberta
 Courtney Pringle-Carver Vice-President, External Affairs, Atlantic Lottery Corporation
 Dr. Cynthia Qian Assistant Professor, Ophthalmology, University of Montreal; and Vice-President, Canadian Retina Society
 Michele Romanow Co-Founder and President, Clearbanc
 Maya Roy Chief Executive Officer, YWCA Canada
 Daniel Schlaepfer President & CEO, Select Vantage Canada Inc. (and Select Vantage Inc.)
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 Karlee Silver & Jocelyn Mackie Co-Chief Executive Officers, Grand Challenges Canada
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Top 40 advisory board members

- | | | |
|---|--|--|
| <p>Moya Cahill Chief Executive Officer, Pangeo Subsea Inc.
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 Ed Sims President & CEO, WestJet
 Christian Sinclair Onekanew (Chief), Opaskwayak Cree Nation
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 Vianne Timmons President and Vice Chancellor, University of Regina
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Top 40 alumni then and now

MARY TERESA BITTI
Postmedia Content Works

Taking a look at some of Canada's Top 40's many successful honourees:

PIERRE BEAUDOIN

Then In 1997, Pierre Beaudoin was just completing his first year as president and chief operating officer of Bombardier Inc.'s recreational products line. He started his career at the global transportation company in 1985 and quickly began his ascent to progressively senior roles.

Milestones In 2001, Beaudoin moved from the position of president of business aircraft, Bombardier Aerospace, to president and COO of Bombardier Aerospace. In this role, he took over responsibility for all operations and product divisions of Bombardier's aerospace business. During his tenure, he built a world-class culture by emphasizing customer focus, employee engagement and continuous improvement. In 2008, he became president and chief executive officer of Bombardier Inc., where he oversaw global operations and strategy, as well as the development of its four business segments. He also led the program launch of Bombardier's largest commercial aircraft, the C Series mainliners.

Now Beaudoin is chairman of the board of Bombardier Inc., having served as executive chairman from 2015 to 2017. He is also a member of the board of directors of Power Corporation of Canada.

MÉLANIE KAU

Then In 2001, Mélanie Kau was 33 years old and had just been put in charge of contemporary furniture



Pierre Beaudoin



Chief Christian Sinclair

retailer Mobilia, the family business started by her father in the 1960s.

Milestones As president, Kau led the transition of Mobilia from small business to leading retailer while also ensuring its succession to the second generation. In order to compete with the big box retailers that were just coming on stream, she turned her attention squarely on the customer and created furniture lifestyle categories, which continue to set Mobilia apart. In 2012, after 23 years, she left Mobilia to acquire and revitalize Naturiste, a retail chain in Quebec's natural health sector. She helped articulate a new brand vision for the 40-year-old retailer centered on a younger customer, with a focus on making it easier to navigate the complex world of natural health with confidence.

Now Kau is investing in growing businesses by taking partial or com-

plete ownership positions through K2Kapital, the firm she launched in 2015.

MITCH JOEL

Then In 2008, Mitch Joel was president of Twist Image, an independent North American digital marketing agency.

Milestones Joel would continue to grow Twist Image before selling it in 2014 and becoming president of Mirum, a global digital marketing agency operating in 25 countries with close to 3,000 employees. After leaving Mirum, he founded Six Pixels Group, an advisory, investing and content producing company that is focused on brands, commerce, community and what's next. Joel has been called a visionary, digital expert and community leader, was named one of the top 100 online marketers in the world and has delivered doz-

ens of keynote presentations a year to small, medium and large organizations all over the world. His first book, Six Pixels of Separation, published in 2009, is a business and marketing bestseller. His second book, CTRL ALT Delete, was named one of the best business books of 2013 by Amazon.

Now Joel is a thought leader, columnist, journalist and an adviser and investor in many businesses and charitable organizations in the fields of blockchain, artificial intelligence, smart audio/voice, fintech and martech spaces. He sits on the advisory board for Canada's Top 40 Under 40, HubSpot's Inbound conference, the public awareness & branding committee for Baycrest Health Sciences and more.

CHIEF CHRISTIAN SINCLAIR

Then In 2002, Christian

Sinclair, a member of the Opaskwayak Cree Nation, was a director of the Corporate Development Tribal Councils Investment Group.

Milestones Sinclair co-founded the Manitoba Indigenous Summer Games and was the general manager for the 2002 North American Indigenous Games (NAIG) in Winnipeg. The event was the most successful NAIG ever hosted and resulted in a scholarship program for Manitoba's aboriginal youth. That same year, Sinclair also began working in the corporate sector with aboriginal groups across Canada, focusing on corporate development and positioning for major natural resource projects related to hydro, mining and oil and gas. In 2013, armed with a wealth of organizational knowledge and experience, he became an independent business adviser and highly sought-after negotiator and

project manager for both Indigenous communities and mainstream corporations seeking to engage in major resource development. In 2016, Sinclair was elected as onekanew (chief) for the Opaskwayak Cree Nation.

Now Onekanew Christian Sinclair is one of the co-chairs of a task force created to lead the process of implementing the Manitoba government's northern economic development strategy and developing a sustainable plan for economic growth. He also co-chairs the One North consortium in Manitoba and was recently appointed to the National Lands advisory board as the representative for Manitoba. Sinclair is also a member of the board of directors for National Access Cannabis Corporation and he is on Canada's Top 40 Under 40 advisory board.

Continued on next page.

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Vice President, Network Planning
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AIR CANADA



Moya Cahill



Blake Hutcheson



Michael Burns



Linda Hasenfratz

Continued from C4

BLAKE HUTCHESON

Then In 2000, Blake Hutcheson was president and CEO of real estate services company CB Richard Ellis Ltd. (Canada).

Milestones Hutcheson would go on to add CB Richard Ellis's Latin American and Mexican operations to his mandate. In 2010, he became president and CEO of Ontario Municipal Employees' Retirement System (OMERS) Oxford Properties Group, responsible for overseeing the global business, consisting of about \$42 billion of assets under management. In 2014 he also became chief investment officer, real estate and strategic investments, and added the OMERS platform investments portfolio. Hutcheson has served on several boards and committees, including: the Toronto mayor's task force on affordable housing 2015; chair of Build Toronto (2010 - 2012); member of the premier's transit invest-

ment strategy advisory panel (2013).

Now Hutcheson is president and chief pension officer of OMERS, one of Canada's largest defined benefit pension plans, with \$97 billion in net assets. In this role, he leads OMERS pension business, strategy, communications & public affairs, legal, technology and operations, and asset liability management. He's also a member of the advisory board of Canada's Top 40 Under 40.

MOYA CAHILL

Then In 1997, Moya Cahill was president and CEO of engineering and consulting company The MNC Group Inc., the company she launched in 1989.

Milestones The following year, Cahill co-founded Pan Maritime Energy Services, a project management and engineering company. As president, she provided the leadership and vision to expand the interests of the company in Newfoundland as well as to establish

an office in Doha, Qatar. In 2006, Pan Maritime Energy Services Inc. and Guigné International Ltd, with venture capital investment by Energy Ventures, created PanGeo Subsea, a technology and service provider of high-resolution 3D sub-bottom acoustic imaging technology for the oil and gas industry. In 2009, Cahill received the Newfoundland and Labrador Oil & Gas Industries Association Outstanding Contribution award.

Now Cahill is CEO of PanGeo Subsea Inc. Under her leadership, PanGeo has successfully attracted international private equity to commercialize PanGeo's technology globally, while showcasing its St. John's office as its global centre of excellence for acoustic innovation and engineering. Moya is on Canada's Top 40 Under 40 advisory Board.

MICHAEL BURNS

Then In 2010, Michael Burns was an executive with Ac-

cretive Advisor, a website connecting advisers and investors.

Milestones Burns left financial services for e-commerce before landing in the world of health care and not-for-profits. He co-founded the True Patriot Love Foundation, which supports Canada's military, veterans and their families and is past chair of the Michael Garron Hospital Foundation board (formerly the Toronto East General Hospital Board Foundation). In that role, he successfully led the team that secured the Garrons' \$50 million donation. Burns was CEO of the In-victus Games Toronto 2017, building the organization from the ground up. Under his leadership, the Toronto Games were completely sold out and generated the highest national and worldwide viewing audience ever for the Games, the largest international adaptive sport competition in the world, featuring ill and injured soldiers and veterans. Burns has been recognized for his many contributions

with The Meritorious Service Cross for his work with military families, the Canadian Forces Medallion for Distinguished Service, the military's highest honour for a civilian, and the Queen Elizabeth II Diamond Jubilee Medal.

Now In 2018, Burns was appointed president & CEO of The Princess Margaret Cancer Foundation and is raising funds to lead the way in personalized cancer medicine at the Princess Margaret Cancer Centre, one of the top five cancer research centres in the world.

LINDA HASENFRATZ

Then In 2002, Linda Hasenfratz was named president and CEO of Linamar Corporation, the auto parts manufacturer founded by her father.

Milestones Hasenfratz transformed Linamar from a \$1.3 billion auto-parts company to a \$6.5 billion diversified global manufacturer of highly engineered products, operating

60 manufacturing locations and eight R&D centres in 17 countries. Linamar is now Canada's second-largest auto parts manufacturer and employs more than 28,000 people. Since taking the helm in 2002, Hasenfratz has been focused on innovation and is building an innovation hub that will look at product design from a next-generation perspective. In 2014, Hasenfratz was named EY's Entrepreneur of the Year and in 2018, she was named Canada's Outstanding CEO of the Year, also a Caldwell award. She is also committed to giving back, donating her time and counsel to the Business Council of Canada, Guelph General Hospital, Western University and the Women on Boards Advisory Council, among other organizations. She was recently named to the Order of Canada and is a member of the Canadian Business Hall of Fame.

Now In addition to leading Linamar Corporation, this year Hasenfratz will be installed as the 23rd chancellor of Western University.



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— JANET LEPAGE, CO-FOUNDER/CEO, WESTERN WEALTH CAPITAL

First jobs, and their lasting impact

MARY TERESA BITTI
Postmedia Content Works

Canada's Top 40 Under 40 celebrates young leaders who are doing great things in business, health care, the arts, not-for-profits and beyond. Read on for insights and inspiration from Canada's rising stars.

Janet LePage, co-founder & chief executive officer, Western Wealth Capital (WWC), a fast-growing real estate investment management company.

First job

I was the first pizza delivery girl at the pizza place I worked at. I only know that because I was told. It wasn't my goal to break new ground but I started in food prep earning an hourly wage and saw that the delivery guys would come back with tips. I was like, I gotta get out there. That, to me, was so much more valuable time spent. I learned you have to ask for what you want and then earn it. If you think it's just going to follow that the natural next promotion will come to you without putting your hand up, stating what you want and then working towards it, it might happen but it's not going to happen quickly. It will happen in a slow, traditional way and there is nothing slow or

traditional about who I am.

Career catalyst

I purchased my first home in Vancouver in 2003. One day I got a notice of assessment in the mail and our house had gone up in value something like 40 per cent. I was only thinking about paying down the mortgage, I hadn't really thought about the math on the other side. I took a weekend real estate course and ended up focusing on Phoenix. The dollar was at par, the market was depressed and I bought two investment properties using the line of credit I got based on the equity built up in my home. That was in 2008. At the same time, I was rising up the corporate ladder [she built her corporate career at TELUS, BC Hydro and Ledcor]. My goal was to be the youngest CEO of the largest corporation in Canada. Then at 25 I said to my dad I also wanted to be the largest mobile home park owner in North America. In 2011, I stopped flipping houses and bought my first apartment building. In 2014, I left my last corporate role and built my own major corporation.

Leadership

We are on a mission to show that you can care about people, value them and be successful. We do business on human terms. Every year we've doubled in size and

kept it fun.

Top 40 Impact

Women represent just three per cent of real estate management professionals in North America. As a female with young children who has created a company in this space I want to inspire other moms out there and show other leaders in this space that you can operate and succeed on human terms.

Dr. George Ibrahim, pediatric neurosurgeon at the Hospital for Sick Children and assistant professor at the Institute of Biomaterials and Biomedical Engineering, the Institute of Medical Sciences and the department of surgery at the University of Toronto. He is also an associate scientist in the neurosciences and mental health program as the Sick-Kids Research Institute.

First job

My first job was as a food runner for the 10 days of the Calgary Stampede when I was about 14 or 15 years old, and I was really excited and enthusiastic. It was a very good experience and it was on the heels of that I got a job at McDonald's. I spent two weeks working there and then I quit. The lack of a defined end point overwhelmed me. I distinctly remember feeling so

disappointed in myself that I quit something that I started that I told myself I would never quit at anything again. Part of it was the realization that I was unprepared for it up front, not fully appreciating what it would involve, what the balance between school and work would be. I told myself I will never take on a project I can't finish, and any project I take on, I will finish. I can honestly say that since then, I have not quit anything I started.

Career catalyst

I enjoyed science and research in high school and was very interested in discovery and developing new methods in science, not so much medicine, early on. That led me to my undergrad at Queen's University, where I studied biochemistry. I was on track to do graduate work and research and then I realized you can ask many more interesting questions and really tailor your innovations and ideas to clinically relevant topics that can help people directly if you had the clinical training in addition to research training, so I went to medical school. To this day, I wear both hats. I'm both a clinician and a scientist. The unknown led me to neuroscience. To me, the brain was the last frontier. The brain is the seat of consciousness, agency, iden-



Janet LePage



Dr. George Ibrahim

tity. Disorders that affect the brain erode away at what someone fundamentally is. I focused on childhood epilepsy because of my incredible mentors, and some are now my partners at Sick Kids. I was really amazed at the impact you can have when you treat a child with epilepsy surgically. You see the difference in their development, in their socialization, their personality, the way they come into themselves. It really gives them their future.

Leadership

My style of leadership is most defined by my ability to

sit back and not say anything and listen to those around me.

Top 40 Impact

I would love to use this platform to shine a spotlight on this population of children who I feel are misunderstood and, in many ways, underserved by society and the medical community. I want to use the platform to emphasize the work we're doing at Sick Kids with the hope this can translate into better access, better treatments and more options for kids with epilepsy.

Continued on next page.

XL CANADA'S TOP 40 UNDER 40

Tariq Adi, CEO

Saud Adi, COO

You've made everyone at Adi Developments proud.

Tariq and Saud, being named to Canada's Top 40 Under 40 is an impressive achievement. Thank you for the dedication, passion and the leadership that you bring to Adi Developments. The team at Adi couldn't be happier for you. Way to go!

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2019 Honouree of Canada's Top 40 Under 40®.



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“WHEN I WAS YOUNG I WANTED TO CHANGE THINGS, TO HAVE AN IMPACT AND CONTRIBUTE TO SOCIETY. I LIKE TO PUSH BOUNDARIES, TO BRING THINGS TO A BETTER POSITION. I KNEW I WANTED TO BE A LEADER. WHEN I APPLIED TO UNIVERSITY I DIDN'T REALLY KNOW WHAT AN ENGINEER DID BUT I HAD THE PERCEPTION IT COULD LEAD ME TO A POSITION THAT WOULD HAVE IMPACT. — KATHY BAIG, PRESIDENT, ORDRE DES INGENIEURS DU QUEBEC

Continued from page C6.

Kathy Baig, president, Ordre des ingénieurs du Québec (OIQ)

First job My first job after graduating was as a manufacturing chemical engineer at IBM in Beaumont, Que. What I really enjoyed was dealing with manufacturing crises: When the line stops and you're losing millions of dollars a day and you're the one in charge of the line and need to solve the problem by bringing people together to find the best solution as fast as you can.

It's really a leadership position in crisis mode. I loved it. I learned when you are a young professional, it's important to stay humble, to work in teams, to listen a lot, to stay calm, to trust and stay in control. I apply all those learnings in my new position. When I was first elected, the Charbonneau corruption inquiry into Quebec's construction industry found that engineers were involved in collusion. Two weeks after I was elected, the government put our organization under trusteeship. I had to gather everyone together to decide how to get through the crisis. Three years later, we are no longer under trusteeship, employee engagement has improved and members are more open to what we're doing.

Career catalyst When I was young I wanted to change things, to have an impact and contribute to society. I like to push boundaries, to bring things into a better

position. I knew I wanted to be a leader. We have 65,000 member engineers in Quebec; of those, only 15 per cent are women. When I applied to university I didn't really know what an engineer did but I had the perception it could lead me to a position that would have an impact.

Leadership When I first arrived, we had issues everywhere with everyone. The first thing I said was I want to have a collective clear strategy and vision. I brought everyone together, the board, the management team, and we discussed where we wanted to go. We came up with a plan that everybody agreed on and everybody knew where we were going for the next three years. I think that's one of the main reasons we succeeded as an organization.

Top 40 Impact Our organization worked hard to get where we are. To have this recognition is not just about me, it's about all of us. I want to continue to have impact; to work towards a better society.

Mitchell Marcus, founder and artistic & managing director of The Musical Stage Company, Canada's largest not-for-profit musical theatre company.

First job From the age of 18 to 22, I worked at summer camps in Sudbury and Mont-Tremblant, becoming program director when I was 21. I look back, and they were the best summers. It was an enormous responsibility to be personally responsible for



Kathy Baig



Mitchell Marcus

16-year-olds and a staff and to design and implement and manage a program to fill 12 hours a day for six weeks of everybody's life. It was like being the CEO and similar to my job now, where it's ultimately about creating and curating meaningful, illuminating experiences for people. It remains one of the most exciting leadership experiences I've had. What a gift.

Career catalyst I came out of the womb as a theatrical child. There are videos of me staging Polka Dot Door shows for my family in my basement. I believed my destiny was to be a performer. My parents gently

pushed me to have a fall-back plan, so I went to the Schulich School of Business at York University. I hated it. I couldn't figure out why an actor needed to study micro and macro economics, marketing theory. I transferred to the fine arts department to pursue a cultural studies degree. In that program, I took an elective called arts management. The project for the first semester was to write a business plan for either a real or fictional arts organization. As a musical theatre lover and performer frustrated that there wasn't really a musical theatre scene in Toronto, I wrote a

business plan for a not-for-profit musical theatre company in Toronto dedicated to advancing musical theatre. It was a huge light bulb moment. I graduated with a degree in fine arts cultural studies but for all of my electives I ended up back in Schulich with a reason to be there. I spent my last three years prototyping and fine-tuning this idea and started the company about a year after I finished at York.

Leadership Being camp programmer meant being camp cheerleader, doing things I genuinely believed in and I was truly excited about and finding organic ways

to share that passion. And never underestimating the difference in quality we get when people are aligned and excited by something versus doing it. I continue to do that today.

Top 40 Impact Working in arts and culture, sometimes it's easy to feel like you're in a bubble or that this thing you are deeply passionate about isn't as resonant or relevant to the wider world as you want it to be. I feel really proud the work I've done has been valued in the same way as people who've grown giant hedge funds or are on track to be CEOs of the country's largest companies.



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UNDER 40

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Carey Arnett
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Pipeliners



Kathy Baig
Présidente
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du Québec



Bram Belzberg
Chairman &
Chief Executive Officer
KEV Group



Robert Cherun
Chief Executive Officer
Stealth Monitoring



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