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THE FORUM MAGAZINE Inc.

Tel. Toronto 416.819.2576
Tel. Dundas 905.719.4479
905.627.1660
Fax 905.627.4112

e-mail: forumedit@sympatico.ca
e-mail: forum@bell.net

Visit us at www.forummagazine.ca

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Sean Patrick
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Berlin Hotels

CONTRIBUTORS

PUBLISHER
Sean Patrick



EDITORIAL DIRECTOR
Ana Patrick



CHIEF EDITORIAL WRITER
John Reynolds



DESIGN DIRECTOR
Helen Witkowski



CONTRIBUTING WRITER
Krista Deverson



CONTRIBUTING WRITER
Emilia Florek-Guerrero



CONTRIBUTING WRITER
Rich Carroll



FROM THE PUBLISHERS

Welcome to the February/March 2019 edition of Forum Magazine and our 100th issue! Its been a pleasure and a privilege over the years to create and distribute a magazine that hopefully has slightly inspired and offered this ever-growing and constantly changing industry a forum (no pun intended!) of unique architecture, designers and projects and the opportunity to view their efforts through our pages. Thank you to all of you!

Here we are once again in the depths of winter, for those of us who aren't the biggest of fans, let us hope that spring comes quickly... we are so pleased to feature Tanja Grmusa and her company, Five Design. Her talent for function of creativity and thoughtful design to meet her clients' criteria is an incredible gift. Her signature modern aesthetic exudes a crisp earthiness that sees minimalistic trends going forward and hopefully here to stay.

Special thanks to David Carrothers of Carrothers & Associates that suggested we feature her fine company. David and his architectural design firm's collaborations with Five Design are what perfect innovative design is all about.

Berlin's distinctive edge and complicated past always draws visitors from every corner of the world. The Hotel Adlon Kempinski dates back to 1907 and owes its name to the original owner, Lorenz Adlon who invested millions to creating the building. Many celebrities and socialites have visited this unique hotel, even Albert Einstein could be seen in the window of his corner suite waving to pedestrians on the Pariser Platz below. Sadly, it burned down during WWII. The property has since re-opened in 1997 and today continues to offer 5 Star luxury and is a member of the Historic Hotels Worldwide.

Until next time, enjoy and stay warm!

Ana & Sean Patrick
Publishers

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FIVE DESIGN

Minimalism meets Grandeur

TEXT Krista Deverson

PHOTOS BY APi360.ca,
Scott Annadale &
Brad Quan

Impeccable design is not simply a function of creativity, but of problem-solving as well. A thoughtful design is purposeful, well-considered, and successfully overcomes challenges in the process of moving from plan to execution. Naturally, when realizing a design from initial idea through the construction process, challenges arise that test the design's functionality and flow in real life.

For her latest project, Tanja Grmusa of Five Design encountered challenges from the very beginning,



but her expert skill and determination to stay true to her design allowed her to smoothly navigate the obstacles as they came up.

The Scandinavian inspired modern-yet traditional-home has a unique look that perfectly melds different aesthetics and blends seamlessly into the olde Dundas, Ontario neighbourhood. Blending the contemporary look of the home with the traditional style of the neighbourhood was the first challenge Grmusa encountered.

Surrounded by small cottages dating back to the 1800s and early 1900s, she didn't want the home to tower over the other properties, nor look terribly out of place stylistically. Conversely, she still wanted a home large enough to accommodate her family and one that had a modern look to it.

Furthermore, when she tore down the turn-of-the-century home that had previously occupied the lot, she felt the concerns of neighbours who didn't want to sacrifice the olde world charm of their neighbourhood. To harmonize these two design styles, she worked with architectural designer David Carrothers from Carrothers & Associates to keep the home's appeal true to its roots and make it large enough for a 5-person family while still small enough to fit into the neighbourhood.

Since starting Five Design, she has always appreciated a complicated design because she enjoys the feat of getting things to look just the way she intended.

From the road, the completed project has the charm and appeal of a century cottage with the look and simplicity of a modern home. The light-coloured stone front detailing gives a quaint nod to yesteryear while the light grey siding, large windows, and metal roof have a modern aesthetic that blends beautifully together. The whole home rests exquisitely in its environment, accentuating the natural beauty of the olde Dundas area through its simplicity and natural highlights. The natural elements, light colours, and minimal design sing of Nordic inspiration while so perfectly fitting into the small Canadian hometown.



Grmusa purposely included some design elements in the front of the home to keep it homogenous with its surroundings. Because the homes built in that 1855 era did not have garages, a single car garage allowed the home to have the modern appointment of a garage without detracting from the small cottage feel of the neighbourhood. Secondly, Grmusa always dreamt of owning a home with a large porch, the kind from yesteryear where people sat out front and chatted with their neighbours as they walked by. She wanted to bring back that friendly feel of a large old school porch and she's since found that it does encourage conversation with her neighbours, who are always complimenting the home's unique design.

However, coming from a long real estate history and construction background, Grmusa managed the entire build herself, working with the architectural design firm,



Carrothers and Associates, directly and completing the final selection of all exterior and interior elements.

The second part of that design dilemma was making a small cottage home large enough for a modern family of five. Grmusa said this was accomplished by smart design through her collaboration with David Carrothers. From the front the home looks like a quaint cottage similar to those it sits among but tucked neatly inside lies 3100 square feet of living space and the back of the home truly belies its grandeur. People are simply astonished when they see how large the home is and how well the front of the home hides this secret.

The reason the design works so well

is because Grmusa was able to plan everything from the very beginning stages, the best time to start designing a home. In doing so, she carefully considered all elements and details of the home. The smallest details are of utmost importance to her in all of her designs, demonstrating just how thorough she is in her work. Because of her thoughtful consideration in planning and design, the home has a calming effect. Inside, its aesthetic is clean and minimalistic with natural finishes and soft shades. She achieved her desired modern look without making the home feel stark or cold. This calm and inviting space was realized with the use of natural materials and textures layered upon one another to

create a warm envelope of space. The home features white oak kerf sawn floors that appear almost unfinished and rough to the touch. Grmusa worked closely with George from Stefand Woodwork to create the custom cabinetry found throughout the home. Honed countertops, concrete vanity tops and a stone bathtub all add to the natural materials that comprise the home.

Further, the design also allows for a lot of light to flow through the large wood framed windows. The placement and functionality of the windows were also well thought-out. Each window was placed accordingly to highlight the most optimum view of the natural surroundings. Fixed windows were used in favour of operational windows



to allow for maximum viewing area. The airflow of the home was calculated and minimal operating windows were installed.

Lighting was an important part of the design as well. Bothered by a too-familiar look of numerous pot lights littering the typical home ceiling, Grmusa kept them to a minimum. Working closely with an engineer to properly layout and suspend track lighting, they were able to light the main living area without the use of any pot lights. Routinely in stairwells, homeowners tend to showcase large light fixtures, however, she did not want to take away from the perfectly-placed window showcasing the large cedar trees outside. Grmusa opted for a simple recessed ceiling fan that allows the eye to appreciate the natural landscape as well as the simplicity of the home.

No matter the project, she considers every detail of the home from the furniture, to the size of the dining room table, to where the light fixture will be placed, to where the switches and outlets should go, or where the artwork will hang and the space it needs on the wall.

For this home, Grmusa was very particular about every element that went into its design and the result is an uncluttered,



minimalist, calming, and natural aesthetic. The simplicity of minimalism is what creates the peace and tranquility in this Dundas retreat. The concept is easy; instead of accumulating unnecessary items, pare-down your home and lifestyle to the bare essentials. By focusing on high quality items and furnishings, and removing anything that doesn't have its own place, life becomes simpler and gives the homeowner more peace-of-mind.

With three kids and two adults in the home, having everything behind closed doors keeps this clean and crisp feeling. Everything has its place to be tucked away, which maintains the tranquil environment of the design. From the front entryway, to the kitchen, to the walk-in closets, everything

is neatly tucked away, clean-looking, and closed-off.

This home is a work of art because everything had been set in place from the building stage, initially allowing the design to flow smoothly throughout and with her experience in home construction and real estate, Tanja Grmusa has a natural affinity for the flow of a home and how best to lay things out so they work in harmony while still looking beautiful. This home is a gorgeous feat of design that highlights the best of its neighbourhood while bringing a modern flair and Scandinavian feel. The awe-inspiring design is a perfect mix of minimalism, nature, quaintness, and grandeur all wrapped up in a perfectly designed package.



Tanja Grmusa

FIVE DESIGN

7 Witherspoon St. Dundas, ON

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TO RISK OR NOT TO RISK, THAT IS THE QUESTION!

TEXT Bill Treasurer

To live is to risk. Risk-taking is as essential to life as breathing. It is the oxygen of such things as innovation, entrepreneurialism, leadership, wealth creation, and high adventure.

Without risk, there can be no scientific progress, economic expansion, or community activism. At a more personal level, remove risk and there is no personal growth, career advancement, or spiritual development (faith, after all, is a big risk).

Personally and collectively, all progress, advancement, and momentum depend on risk. Like air, it is both nourishing and life sustaining. And, like change, risk is constant, inescapable, and inevitable.

To risk is to live. As a vehicle to personal progress, taking risks is the surest way to get from where you are to where you want to be. The most fulfilling times in your life—the times you felt most alive—have undoubtedly been when you surprised yourself by doing something you never imagined you could, something hard, something scary. Though most of us have enjoyed the accompanying rewards of an intelligently taken risk, most of us have crashed-and-burned under an ill-considered one as well.

By definition, to face risk is to be vulnerable and exposed to harm. Consequently, we spend a lot of time trying to avoid risk by “playing it safe.” Chances are, anytime

you have passed up a big opportunity, stayed in an unsatisfying situation, or failed to stick up for yourself, avoiding risk had a lot to do with your behavior.

In a world that continually reminds us about how unsafe it is, it is difficult to maintain a “play it safe” approach. From terrorist threats, to stock market gyrations, to corporate implosions, we are buffeted by the reckless risks of others. In an increasingly compressed and frenetic world, we are like billiard balls being smacked around in somebody else’s pool hall hustle.

Ironically, those who play it safe may be in the greatest danger. When we don’t take risks we get stuck in a rut of safety. Over time, we become trapped inside our own life, like a pearl confined to its shell. Life becomes stale and boring. We grow resentful at ourselves for letting our grand passions languish. We tell ourselves, there’s got to be something more out there for me. But we know we’ll never find it unless we take more risks.

Here are a few questions that can be used when you aim to take more risks:

- For the sake of what? In other words, what are you hoping to achieve by taking more risks?
- What are you ready to lose? When you “take” a risk, you have to be prepared to sacrifice something in return. What are you willing to let go of in order to gain something through the risk?
- What if you don’t risk? Every risk can be divided into two: the risk of action and the risk of inaction. If you don’t take the risk, what negative impacts could result from your inaction.

Successful Influencing

TEXT Glenise Anderson

Influencing has become an important skill which is required by managers and leaders around the world.

In order to encourage people to see your point of view, influencing holds key. Influencing can be best referred to as “the power or force through which you can change the actions and behavior of others”. This can lead to success for companies and organizations in the short, medium and long run.

There has always been confusion between influencing and negotiating. Influencing is the approach through which you can have an impact on how others think and behave and bring them around to your way of thinking. On other hand negotiation is when you and other party tend to meet in the middle and reach a consensus.

Influencing can be used on a number of occasions, whether it is when implementing a new policy throughout the organization, demonstrating to a customer the benefit of the product they are looking to buy or basically just helping a particular team understand why change is necessary and required.

A good influencer can accomplish a number of things – easily indicate the benefits of the idea being pursued in order to influence others to agree. If this method is not successful then a good influencer can easily find an alternate way in order to influence. The ultimate outcome to remember is win, win, win. A win for them, a win for you and a win for the greater good (this could be your company).

Listening carefully is another important task a successful influencer can accomplish



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with ease. Noticing how others respond to ideas and thoughts, assessing their reactions and being flexible in changing direction ensures greater success in influencing others.

There are certain steps you need to follow to you are a successful influencer.

It is important to remember and use information about the person you are trying to influence in order to build a relationship. Once that is done, you should engage in conversation. Once you have built rapport, ask questions on what he or she feels about the topic at hand. You should listen intently to the response given so that you can access this information later, if required to recap.

Building rapport and finding their point of view increases the opportunity to influence successfully with each person. Reflect the language they use back to them in conversations, to ensure they understand what you are saying and are comfortable with how it’s being delivered. Keep asking

questions to ‘test the water’, so to speak. Close the conversation as soon as they are across the idea - there is no reason to oversell.

You will find total commitment will be far easier to obtain when you use your influencing skills rather than ‘telling’. It is important you engage your audience, inform them of the current situation and explain them how you plan to implement the particular plan.

Make sure you let them know – What’s in it for them! Influencing is important and if a leader or manager can master the art of influencing then he/she can be successful in all areas of work.

Think twice before you speak, because your words and influence will plant the seed of either success or failure in the mind of another.

Napoleon Hill

7 steps to effective communication that gets results

TEXT Anne Bachrach

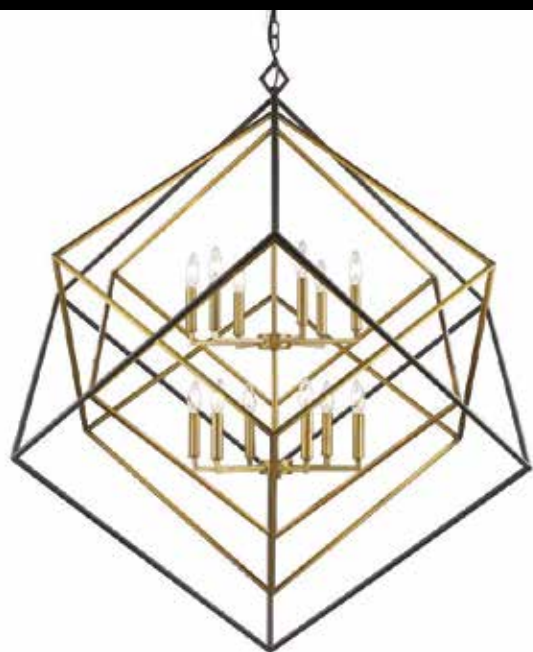
Communication is everything in business and in all of our relationships. Honestly, how else would people communicate?

In order to enjoy an agreeable business and personal discussion, the communication level has to be excellent. How does one communicate effectively? Simply put, say what you mean, say it clearly, and say it with respect.

Establish trust

Some people naturally distrust other people, because they do not know what the other one is thinking. Therefore, the sooner that you come out and say what you want, the sooner you can begin establishing trust. If you sense that someone is especially apprehensive, then you could go try and reassure him or her

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that you are not a threat. As you can guess, this doesn't always work, so don't waste time trying to change someone's mind. Instead, continue being cordial and ethical and hope that your professionalism and consistency eventually wins them over – assuming you want to win them over. There are some you may not want as clients or even associates.

Speak clearly and concisely

Speaking clearly can sometimes be a problem since not everyone actually takes the time to improve in diction or word usage. For the best results, try practicing speaking in front of a mirror and recording yourself for playback.

The last prerequisite is respect. Never disrespect someone that you just met. First impressions never really go away, so make an effort to present yourself as a confident and respectful business associate. If all you have to say is, "Blah," don't say "Blah, Blah."

Recognize problems in communication

What are some of the most common barriers in effective communication? For starters, there is language, or word usage. One cannot always assume that what sounds benevolent to you would strike others the same way. People can easily misinterpret or even distort a statement's original meaning. It is wise to avoid saying anything questionable that might confuse a listener, or inadvertently provoke a negative reaction. Sarcasm and humor can also be difficult to get across. Humor should be fairly obvious and nothing too droll, or else one could easily take offense to a flippant statement.

Learn how to use tone and body language together

In trying to improve your own communication, beware of a defensive posture or negative voice inflection. Once a person goes on the defensive, the conversation tends to spiral into oblivion. Make sure that you use a friendly and welcoming posture, with open arms and a smile. If you sense yourself taking on defensive gestures or even resorting to a defensive tone (perhaps provoked by the other person) then eliminate those telling signs.

Don't let emotion overpower good judgment. In fact, the misreading of body language and tone of voice is one of the most common problems in the break down of communication. Even if you are saying something agreeable, if you show physical signs to the contrary, your message and your honesty will come under suspicion. Remember that negative and positive body language comes across in any language and in any circumstances.

Never assume anything

Assumptions are another common problem, whether they are self-fulfilled assumptions or merely assuming that others see things in the exact same way that you do. Never assume – the

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PHOTOS Scott Annandale

When sitting in the living room of David Carrother's Joe Singer designed, mid-century modern house on a leafy street in Hamilton's west end, it's not hard to believe that Carrothers lives the modern aesthetic. Simple lines, open spaces a marble clad fireplace, teak furniture and the influence of his wife and two energetic children round out a picture of one of the region's most successful architectural designers of luxury homes.

While Carrothers is most known for his modern work for Bryan Baeumler as featured on the hit HGTV series Bryan Inc., it's the growing portfolio of large-scale

renovations and new home designs that excites him the most.

"Every project we take on is an opportunity to stretch our design ideas, hone our attention to detail and present to our clients a bricks and mortar realization of their dreams," he explains. "We approach (Carrothers & Associates now consists of six talented staffers) an assignment without preconceived ideas of an end product. Walking a site, measuring, listening to our clients, adding in practicalities, while always shooting for that "wow" moment culminates in a vision shared by clients and designers that translates a lifestyle into a home."

"Great design has the power to benefit the quality of life in a community by infusing individuality and personal style in a neighbourhood versus a look of sameness and conventionality."



Recipients of numerous awards including winners of the 2016 HBHBA home design of the year in the \$3 million+ category, and the 2016 Small Business of the Year Award for the Hamilton Chamber of Commerce, Carrothers and Associates is celebrating its 10th Anniversary in 2019.

Carrothers, a graduate of Mohawk College, started his career with one of Canada's largest homebuilders. Lessons learned included the ability to design a wide variety of home styles that appealed to literally thousands of homebuyers in developments across Canada. His biggest lesson however was the realization that he wanted to be his own boss and design the types of homes he loved. He believes strongly that good architectural design adds more value than simply attractive and useful spaces.



"Great design has the power to benefit the quality of life in a community by infusing individuality and personal style in a neighbourhood versus a look of sameness and conventionality" he states. "Great design increases the value of a property. When an owner goes to sell,

that foundation of the design and style will be reflected in the sale price."

Carrother's Hamilton neighbourhood is dotted with homes designed by notable architects including the above-mentioned Joe Singer, Jerome Markson, Trevor Garwood-Jones and Stanley Roscoe. The enduring qualities of these homes which today are enjoying a renaissance and a renewed appreciation for their sleek lines and lack of ornamental detail provide a living testimony to the "good

design first" ethos.

David Carrothers seeks to instill in his team the value of good architectural design. "We're always looking at what can be taken away and simplified instead of what should we add," says Carrothers. "No matter where the assignment, Dundas, Hamilton, the GTA, or Prince Edward Island, and the style of house whether it's modern or traditional our goal is the same; great design that reflects the sensibilities of our clients."



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fact of the matter is that most people do not see things they way that you do, nor do they have the same feelings as you do. The less you assume, the better. This falls under the category of making sure that your communication is always clear.

Recognize communication issues caused by technology

With the advent of new technologies also come new technology-related barriers in communication. Sometimes messages can be misunderstood because of cell phone static. Additionally, when communicating by phone it is common for people to use selective hearing (hearing what they want to hear), which can add to the problem.

Other technology based communication problems might result from lost phone messages or ambiguous email messages. Lastly, remember that this form of impersonal communication usually

doesn't allow for non-verbal clues, although virtual conferencing is an ever-increasing trend.

Other communication problems may result from keeping biases and stereotyping groups of individuals based on their race, sex, nationality, age or religion. Remember that nothing is universally true of any kind of person; every man or woman should be given the chance to prove him or herself based on efficient work. What cannot be denied however is that with more diversity in the office comes the possibility of major cultural differences and personality clashes. Sensitivity training has helped many in this regard.

Learn how to talk business

If you are trying to get someone to open up then try using open-ended questions rather than yes or no interrogations. When reviewing your own tactful manner analyze how you approach people. Do

you bully them with close-ended questions or do you ask them in a positive manner how the both of you can make necessary changes to get a project, for example, moving more efficiently?

The more effective you can be with your communication the more successful you will be – personally and professionally.

Communication can be extremely powerful in helping you or it can hurt you. Apply any or all of the seven steps mentioned above and set goals around enhancing your communication.

COMMUNICATION – the human connection, is the key to personal and career success.
Paul J. Meyer

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This incredible, 8,000 plus square foot home is located on a quiet and private cul-de-sac in north Scottsdale, Arizona near the base of Pinnacle Peak summit, which is part of the Sonoran Desert.

It's behind a guarded gate and overlooks the 5th fairway of the renowned Estancia Club, a private golf club community.

Leaded glass windows and doors, natural Cantera stone floors, a Cantera fireplace and granite add to the appeal of this home.

Pocket glass door allows the inside to flow outside to the patio's kitchen area with an expansive covered patio that overlooks the incredible heated pool and spa.

There is an oversized master suite... plus two guest suites, which allow for special privacy. All include partial kitchen areas, exterior access and their own security panels.



The lower level suite also includes an oversized exercise room, which can double as a bedroom and the exterior suite of the home allows for even greater privacy. A very accessible home with the choice of either the stairs or the elevator, which both open to the guest area that also includes a movie theater and a custom wine room with the capacity for over 1,000 bottles of your best vintages.

There are four interior fireplaces plus



a fire pit on the patio. Water features and a fountain complement the unique architecture of this Sonoran home and are located at the main entry area of the house and around the pool area.

The large, well-thought-out kitchen is perfect for entertaining. There is abundant storage throughout the home with two exterior areas that could easily be used for dog runs for your special pets.

The home is strategically situated on the lot to take advantage of the amazing Arizona sunsets, the lush fairway, city lights, mountain views and the unique and captivating moonsets.

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Enlist your self-control and achieve even more

TEXT Anne Bachrach

Self-control is defined as “control of oneself” or the “ability to master one’s desires and impulses. Interestingly, self-control is actually perceived in a number of ways. Philosophically speaking self-control could be described as the exertion of one’s own will. Psychologically, self-control usually refers to a person’s self-perception, belief system, as well as the ability to set boundaries on their own behaviour. Among some scientific communities, the issue seems to be whether or not what we perceive as “normal” (and hence

the standard that the person lacking self-control violates) is truly an accurate setting to work with. Most people assume that self-control is healthier than impulsiveness. However, this has to be compared to each person’s value system. For example, some communities may demand stringent behaviour as regards sexual morality. Other communities will hold that generosity and pacifism are more important than law. Then some communities will stress that allegiance to a mission is what is truly righteous. Which of the communities has the highest standard of morality?

Knowing what you know about these various communities, how can you determine if a member truly loses self-control and if it’s harmful to their well being? The answer is not a dogmatic one; it’s simply that if the member chooses to adhere to a belief system (or desires to live in only one of the communities) then their level of self-control must be in

accordance with the community’s. This way, they feel no personal guilt nor does he offend other members of the community. Now how does this apply in a professional context, specifically, to one individual?

Self-control for self-improvement

If you are a self-starting businessperson or have an artistically driven mind, then you may not feel as if you belong to any community. Your concern is not with morals but with success. So how does the concept of self-control fit into this equation? First understand that everyone has a system of belief. Nobody truly believes in nothing; otherwise that person would live entirely on animalistic instinct. All human beings (even the slow ones that repeatedly get ticketed for drunk driving) have logical thought processes. Hence, we all have a system of belief. Before you analyze what self-control means to you,

continued on page 38



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EPAL WINDOWS

Energy efficient & beautifully designed

TEXT Krista Deverson



Imagine a beautiful wall of windows looking out over a lush backyard. The wall is actually a sliding door and it unlocks, sliding back smoothly to open up the interior of the home to the stunning patio. The doors themselves are just as handsome being well-constructed, solid, and notably well-made.

The right windows and doors can add so much to a home in terms of design, energy efficiency, security and sustainability. In that regard, Epal Windows stands out for its beautifully-manufactured, highly-efficient, and secure window and door products.

Impeccably constructed in the company's 120,000 square foot facility in Northern

Greece, Epal's integrated production process allows them to control the quality of the product from design through all parts of the manufacturing process. The products are designed by Epal Windows, which allows them to be unique in the market, not using profiles from third parties.

The construction of the aluminum extrusions, the powder-coating, the glazing, the assemblage of the thermals, the cutting of both the profiles and glass, and the installation of the insulated units into the frames all happen in-house. Keeping the entire process in their sole facility ensures a superior quality product because they can control both the quality

and the delivery time through every step, instead of having a product where the parts come from different factories to be assembled, which represents the typical window and door product.

Compared to North American products, clients find that Epal Windows use a thicker aluminum that provides a stronger frame, bigger thermal breaks than is typically used, corner joints that are held together through five processes, and glass that far exceeds the standard U-ratings. Furthermore, they feature the ultimate in security with multi-point locks on all products. Their windows have 5 locking points and their doors feature 8 locking-points. The doors and windows are both

strong, stable, and seal extremely well.

In addition to their superior quality, the company's success is due to their excellent lead time of about 8-10 weeks. Once completed, products are shipped by boat from Greece. Their in-house facilities allow for the company to have a high degree of control in their turnaround time.

All of their windows and doors are thermally-broken aluminum with a one-inch thermal break which maintains a steady temperature inside the home by keeping the cold or heat out depending on the season. With these thermally broken windows, they achieve a superior U-value rating and are well below the Ontario building code requirements for efficiency. They were also the first CSA-certified company in Canada for architectural windows.

In 2019, Epal Windows will introduce a new passive house aluminum product that will have a 0.7 U-Value, which represents how much energy the window loses. This product will be the most energy-efficient on the market and is ideal for the passive house design which is a rigorous standard for energy efficiency in a building, resulting in a reduced ecological footprint.

In the GTA, they have three teams of installation groups, all of whom are certified installers for passive houses. With over 60 homes completed in the last year in the GTA, they recently opened their market up to both New York and Vancouver clients and have started a few projects in each city.

Because they have their own facilities, they can create any window or door design that a client, builder, or architect can imagine. All designs are custom-made to each project. As an example, they can make up to 40-foot wide sliding doors or do an entire window wall up to 10 or 12 feet high. Because their product is aluminum and they have a focus on high quality structurally-engineered designs, they can do large openings without allowing the cold to penetrate the home



in the winter-time. Their thermally-broken products stand up to the test of year-round weather conditions. Furthermore, they can accommodate requests for specific types of glazes on the window.

Time and again, Epal Windows designs and quality of construction show in

their exceptionally finished products. A gorgeous appointment to any home, the quality of their windows and doors add to the beautiful aesthetic of a custom home.

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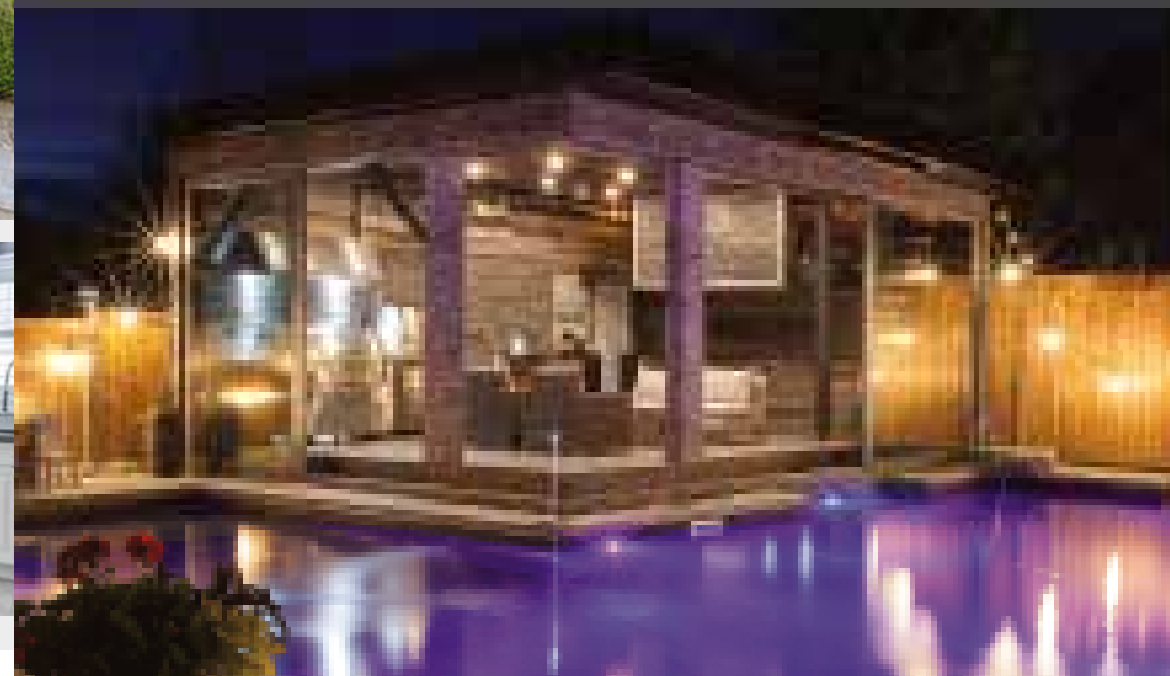


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you must first analyze what you believe. You are your own community and you set the guidelines as to what is right or wrong, productive or unproductive.

Let's say that you have a plan to become successful in your career. This is the mission of your self-contained community. Therefore, any thoughts or actions that run contrary to your mission must be extinguished. This is not to suggest that fascism or communism in real life is right or wrong. After all, when you are discussing government you must take into account the lives of many, as opposed to just one. However, when you are a self-starter, then you are in charge of all your faculties and must have them work for you, not independently of you. Sometimes people do require rigid structure in their life in order to get things done. If you are naturally inclined to take it easy, if you tend to procrastinate, or if you are easily distracted from completing a simple goal, then these are disruptive factors in your community. You must work to maintain self-control to meet the standard that you have set for yourself.

Taking back control

If you find that procrastinating slows down your mission, or that watching television alters your set schedule, then you may have to use coercive techniques in order to train your body and mind. Science supports this theory, as even some highly intelligent people have been shown to lack motivation, especially when it comes to certain tasks. If you are a creative type that despises logistical or mathematic work, or a convergent thinker who has trouble thinking outside the box, then this can be challenging to your mission. You may have to exercise self-control, ensuring that you do not drift away to other time-consuming hobbies or even resort to shelving the project indefinitely.

Self-control doesn't necessarily mean

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resisting something that is "wrong"; rather, it refers to taking steps to control one's own tendencies if they are observed to be counterproductive. If you want to learn the quality of self-control, first decide what your mission is and what would be the best way to learn positive qualities. It may help you to slow down your "intake" or "output" (whatever the problem is) rather than to quit suddenly. Don't underestimate the value of enlisting others to help you. When

you are accountable to someone else, it helps. You may have to sacrifice certain things that you enjoy, whether it is time-consuming gadgets, hobbies or types of food and drink. Once you determine to follow your goal through you must make necessary changes. Last but not least, remember to analyze your results and find room for improvement. Celebrate your successes, no matter how small. It is about making progress in life that brings us the success we want and deserve.

Different ways how goal setting can improve your life

TEXT Jack Brown

Setting goals is one of those things we fully intend to do, but never quite get round to. However if you realize just how much your life could be improved by this one simple task, you would make the time! Below are just 5 of the benefits to setting goals, so have a read through, then take 30 minutes to really think about your goals and write them down.

Targets

If you have nothing to aim for, it is easy to just drift along in life, fully intending to do all those things one day. But generally one day never comes and you don't achieve what you want to and are capable of. Having a set goal gives you a target to aim for, with a specific end point. When you reach this target you feel great!

Motivation, persistence

Having a goal is a great motivator. Seeing that clear target and thinking of all the benefits that will come with reaching it will spur you on, even when your energy and motivation is low. Inevitably there will be a few ups and down on the way to achieving your goal "" these are par for the course and you must be persistent enough to work through them. Keep looking at your end point and its benefits and remember, persistence will get you there!

Priorities

Do you have several things on the go at once? You may have to juggle work, a husband, wife or partner, children, family, friends and so much more. This often means your own hopes, dreams, desires and needs are put on a back burner and the things you really want to do simply remain dreams. Setting goals makes it easier to achieve your dreams. When they are written down as goals, you can plan the time to make them come true.

Success

The most successful people all set goals. Only 3% of people in the U.S. have written goals, and according to research, these people accomplish 80% more

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than those who don't. Put yourself in the top 3% now and see your success and confidence sky rocket.

Confidence

Setting, working towards, and achieving goals gives your self confidence a huge boost and inspires you to achieve more. Even very small goals make a difference; you might make a goal in the morning to make 3 phone calls you have been putting off. Write it down in the morning, plan half an hour to do it and then feel

the satisfaction when you put a big line through the to do list! The more you do, the more confident you become and everyone could do with more self confidence!

Remember goals don't have to be huge, life changing aims. Start with tiny things and see how good it feels to achieve something, no matter how small. I cannot stress enough how important it is to actually write down your goals. So take action now.



THE NEW BREITLING PREMIER COLLECTION

COMBINING PURPOSE AND STYLE

The Breitling Premier collection reintroduces a name that has a special significance for the prestige watch brand. In the 1940s, Breitling introduced its first collection of truly elegant watches, which were defined by their fashionable flair. The new Breitling Premier collection

combines purpose with style, delivering quality, performance, and timeless design that are worthy of the watch brand's proud legacy.

The new Breitling Premier collection introduces five distinct models whose elegance is worthy of their historic name and whose quality and performance are

pure Breitling. While Breitling is highly regarded for its aviator and diver's watches, these eye-catching timepieces have been created especially for use on land, which was, of course, Breitling's first environment.

The new Breitling Premier collection takes not only its name, but also design

inspiration from the Premier watches manufactured in the 1940s. Like the great films that were released in this era of global conflict and economic uncertainty, those watches offered a form of escape through a certain elegance that people were craving.

While the collection is specifically dedicated to Breitling's "land" environment, the design team were also influenced by some of the brand's early models. Like the original Premier family, which was highly regarded for its elegance, the new watches make an uncompromising style statement. The collection includes chronographs – the cornerstone of the brand's global reputation – day and date models, and understated three-hand watches with a discreet, small second subdial.

Premier B01 Chronograph 42

The Premier B01 Chronograph 42 models, equipped with the Breitling Manufacture Caliber 01, are the flagship watches in the new collection. Developed in-house by Breitling, the Caliber 01 has established itself as one of the finest mechanical watch movements in the world. The self-winding, chronometer-certified chronograph has an impressive power

reserve of over 70 hours.

The Breitling Premier B01 Chronograph 42 is presented in a robust 42-millimeter stainless-steel case with a transparent caseback, and is available with a dark blue or silver dial. The blue-dial version offers the choice of either a blue alligator leather or brown nubuck strap with white stitching or a stainless-steel bracelet. The silver-dial model is available with a black nubuck or alligator leather strap or a stainless-steel bracelet.

Premier Chronograph 42

Breitling has built its reputation on its great chronograph watches, and the Premier Chronograph 42 models continue this proud tradition. Their superb performance is assured by a Breitling Caliber 13 chronometer movement. The Breitling Premier Chronograph 42 features chronograph minute and hour counters at 12 and 6 o'clock, respectively, as well as a small second subdial at 9 o'clock.

The Premier Chronograph 42 features a 42-millimeter stainless-steel case and is available with either a blue or a black dial featuring a white tachymeter ring with a black scale. This stunning Premier model offers the choice of either an alligator

leather or nubuck strap with white stitching or a stainless-steel bracelet.

Premier Automatic 40

The Breitling Premier Automatic 40 is a study in understated style. Perhaps more than any other watch in the new collection, it evokes Breitling's elegant watches from the 1940s. Inside its stainless-steel case is the Breitling Caliber 37, a self-winding mechanical chronometer movement. It is available with an anthracite, blue, or silver dial. Each dial option is available with either a nubuck or alligator leather strap or a stainless-steel bracelet.

Premier Automatic Day & Date 40

The Breitling Premier Automatic Day & Date 40 displays not only the time but, as its name suggests, also the day of the week and the date, which are located at 12 and 6 o'clock, respectively. Powering this automatic wristwatch is the Breitling Caliber 45 self-winding chronometer movement. The Premier Automatic Day & Date 40 watches are available with either a black or a silver dial and feature either a stainless-steel bracelet or a nubuck or alligator leather strap with white stitching.





Alica Dusil-Designer, Artist & Metalsmith

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5 more rules for negotiating like a pro

TEXT Mary Greenwood

Anything can be negotiated if you are in the proper emotional state of mind and know the strategies and tactics needed to close the deal. Here are five more rules that will help you negotiate like a pro.

Get a reality check.
What is it worth?

Whether it is a car, a raise at work, a house, a pedigreed dog or a collectible on eBay, you need to know what it is worth before you start the negotiation. You also need to set a spending or buying limit before you begin the negotiation. If you are buying or selling something, you need to do some comparative shopping. A good source is the internet, especially eBay. Looking at selling prices for comparable items can be a good reality check. What an item is worth is often a lot less than what you paid for it and less than a listing in a catalogue unless the item is extremely rare.

Be sure to get the right comparables. For example the value of a coin can be affected by the date, condition or mintage. It is important to know the item's rarity. If

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something is readily available, buyers might not offer much because they know that if they don't get the item from you, they can get it somewhere else. However, if your item is very rare, then the whole psychology is different. Now the buyers know that if they don't buy it from you, there probably won't be another chance anytime soon.

Always have a plan B

It is an important strategy to always have a backup plan. As they say, you should not

put all your eggs in one basket. You should be asking yourself questions that start with how or what if? How can I sweeten the deal? How can I close the deal? What if the party likes this? What if they reject this? Try to come up with some alternatives that will help seal the deal. Having a Plan B gets easier the more you negotiate. It becomes a way to be flexible and react to what the other side wants and think fast on your feet.

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DESIGNED FOR DYNAMICS

The new Audi R8 V10 RWS



The new Audi R8 V10 RWS is 4.42 meters (14.5 ft) long and 1.94 meters (6.4 ft) wide both as a Coupé and as a Spyder. With the cabin positioned a long way forward, the elongated rear and a wheelbase of 2.65 meters (8.7 ft), from the very first glance, the vehicle proportions clearly illustrate the technical concept of this mid-engine sports car. Its characteristic design details include sharp lines and edges, as well as a two-section side blade. This is intersected by the continuous shoulder line, which emphasizes the taut lines of the body. The upper side blade (on the Coupé) is painted in glossy black, while the lower blade is the same colour as the vehicle.

Large air inlets with vertical fins and LED headlamps flank the wide, low, single-frame grille, which has a three dimensionally sculpted look. Honeycomb grilles in matte black accentuate the puristic appearance of the new R8 variant.

Spyder

Convertible top open in 20 seconds

The lightweight soft top of the Audi R8 V10 in l/100 km: 12.6–12.4 (18.7–19.0 US mpg), combined CO₂ emissions in g/km: 286–283 (460.3–455.4 g/mi) tapers into two fins. These stretch the fabric so that it harmonizes perfectly with the athletic design of the high-performance sports car, in much the same way as the CFRP hood compartment does. An electrohydraulic drive opens and closes the soft top in 20 seconds at vehicle speeds of up to 50 km/h (31.1 mph). The rear window, which is lowered into the bulkhead, can be retracted and extended electrically.

The R8 Spyder V10 RWS weighs 1,680 kilograms (3703.8 lb) (curb weight, without driver), 40 kilograms (88.2 lb) less than the R8 Spyder V10.

Immense power and immediate responsiveness

The immediately responsive 5.2 FSI is a high-performance engine that is systematically designed for high speeds. As soon as the engine is started, it revs to 2,500 rpm in fractions of a second.

When under load, the naturally aspirated



ten-cylinder engine develops its own unmistakable sound – a throaty snarling and roaring. The firing sequence is 1 – 6 – 5 – 10 – 2 – 7 – 3 – 8 – 4 – 9.

The crankshaft is designed as a common pin shaft: The connecting rods of the opposing

pistons engage with a common crankpin, which results in alternating firing intervals of 54 and 90 degrees. This sequence is a key factor in producing the unique, motorsport-like sound.

The V10, which is produced in the Hungarian

Győr engine plant, is extremely compact. The engine oil temperature is regulated by its own radiator, and comes from a dry sump. Born in motorsport, this principle allows an extremely low installation position of the engine, which ensures a low center of gravity. The pump module employs multiple suction stages, thus ensuring lubrication under all conditions.

Power transmission and suspension

Behind the ten-cylinder engine is a 7-speed S tronic. The commands are transmitted purely electronically – shift by wire. The driver can change gears via the selector lever or the steering wheel rockers, or alternatively, they can allow the S tronic to switch to programs D and S itself. At the push of a button, the Launch Control Program controls the engagement of the clutch at about 4,500 rpm from a standing start – thus transferring the power of the V10 to the road with controlled tire slip.



The S tronic dual clutch transmission is very compact. Its thermal management system, which cooperates with the engine, uses an oil-water heat exchanger mounted on the gearbox. The mechatronic unit is constructed as a separate block and actuates and lubricates the high-tech gearbox. Just one oil pump is enough to supply the wheel sets, clutches and the integrated limited slip differential.

Adjusted suspension for maximum driving pleasure

The tailoring of the suspension and driving dynamics to the rear-wheel drive concept ensures maximum driving pleasure. The specific suspension setup and the control systems enable controlled drifts when the driver selects “dynamic” mode in the Audi drive select dynamic handling system and activates ESC sport mode. When the limit is reached, the ESC stability control will engage safely.

The aluminum double wishbone suspension, a classic design principle from motorsport guides the wheels. Rubber-metal bearings transfers the lateral forces into the body while ensuring good elasticity in the longitudinal direction. The track is 1,599 millimeters (63.0 in) on the rear axle, and 1,638 millimeters (64.5 in) on the front axle.

The new electromechanical power steering tuned for the rear-wheel drive enables

precise handling. It provides differentiated feedback from the road and at the same time saves a significant amount of energy compared to a hydraulic steering system. It has a steering ratio of 15.7:1, and the effect of the power steering is based on the speed being driven and the mode selected in Audi drive select.

Vehicle interior

The lightweight construction concept of the Audi R8 V10 RWS is reflected in the streamlined style of the interior. The dominant element is the monoposto arc that surrounds the cockpit. The instrument panel has a look as if it is floating and houses the shaped control units of the automatic air conditioner. The “1 of 999” indicates the limited quantity of new Audi R8 V10 RWS vehicles available.

The driver and passenger sit in low-mounted sport seats. These are covered with leather and Alcantara. Bucket seats are available on request. Behind the seats in the Coupé, there is storage space of 226 liters (8 cu ft), which adds to the 12 liter (4.0 cu ft) luggage compartment in the vehicle front end.

Audi offers different variants of the fine Nappa leather interior. This includes dynamic diamond stitching that makes the seats look particularly slim – as the diamonds get larger from top to bottom. The range is completed by two leather packages and

four Alcantara designs for the headliner, including two with diamond stitching.

In addition, the Audi exclusive range offers comprehensive options for further customization of the interior. For example, lighting and customization is available for the aluminum sill panel strips. Customers can choose between a wide range of coverings, decorative trims and colours – the choice is almost endless.

Display and controls

Those who want to drive fast and safely need full concentration – which is why the operating concept of the new Audi R8 V10 RWS (combined fuel consumption in l / 100 km: 12.6–12.4 [18.7–19.0 US mpg], combined CO2 emissions in g/km: 286–283 [460.3–455.4 g/mi]) is fully focused on the driver. Just like in a racing car, the driver can access all the important functions from the steering wheel without having to look away from the road. The standard R8 sport steering wheel with multifunction plus integrates two satellite buttons for starting and stopping the engine and for Audi drive select.

The Audi virtual cockpit, a 12.3-inch TFT monitor, presents all the complex calculations and information in high-resolution graphics. The driver can switch between three different interfaces in the display. Infotainment mode shows the navigation map or lists from the Telephone, Radio and Audio sections in a large central window, flanked by the rev counter and tachometer as small round instruments. In the Classic view, the instruments are the same size as analog displays and the middle window is correspondingly smaller.

There is also a Performance view specially designed for racetrack use. This view is dominated by a central rev counter. It also serves as a shift indicator – when the 7-speed S tronic is in manual mode, its scale is highlighted in colour at higher revs. As the rev speed increases, green, orange and red segments are activated. As soon as the engine reaches its limit, the entire scale flashes red.

The driver can use the multifunction buttons to position additional displays to the left



Bang & Olufsen Sound System – including loudspeakers in the head restraints

As an alternative to the standard Audi sound system, a Bang & Olufsen system, in which a 550-watt amplifier controls 13 loudspeakers, is also available. The subwoofer is located in the front bulkhead near the right, front wheel housing. Clasps made from anodized aluminum fasten the bass woofers in the doors, and when it is dark they are illuminated with LED accent lighting. Two of the 13 speakers are fitted in each of the head restraints, both in the R8 sport seats and R8 bucket seats. The Symphoria algorithm, which Audi developed in cooperation with the Fraunhofer Institute, adds significant depth to the sound.

Success story

Limited to 999 models, the new Audi R8 V10 RWS continues the exclusive history of the R8, now available for the first time with pure rear-wheel drive. The story begins in 2007 with the launch of the first-generation Coupé, followed in 2010 by the Spyder. Together, both variants have resulted in more than 34,000 sales. They demonstrate the high-tech competence of Audi and its strong connection to motorsport.

With the second R8 generation, Audi Sport proves its credentials again – the engineers developed the new Audi R8 IMS GT3 race car together with the production models. As a result, more than 50% of all parts from the R8 IMS are also found in the R8. The Audi R8 IMS GT4 has an even higher number of identical parts to the Audi R8 Coupé than the GT3 sports car, with around 60% of the same parts being used.

The close collaboration between the race engineers, motorsport professionals and developers has significantly increased the performance of the road version. Renowned awards like the “Golden Steering Wheel” and “Auto Trophy” prove the success of the Coupé.

The mid-mounted engine in the Audi R8 and R8 Spyder is a classic concept in motorsport and is part of the sporting DNA of the brand. Even the Grand Prix racing cars of the Auto Union back in the 1930s had engines above the rear axle – a revolutionary step at the time.



and right of the rev counter. The power and torque output of the 5.2 FSI are displayed as percentages, while a g-meter visualizes the forces acting on the car and reaches up to 1.5 g. A lap timer records up to 99 laps and compares the times against each other. The status of important technical components is also shown, such as the temperature of

the tires, engine oil and transmission fluid, as well as the tire pressure.

Infotainment and Audi connect

The infotainment system is operated via the round rotary push button on the center console. The optional MMI Navigation plus with MMI touch is a particular highlight

of the infotainment system. This integrates a touchpad on the rotary push button, which allows the driver to write, scroll and zoom into the navigation map. As with a smartphone, the operating logic is designed as flat hierarchies, including the MMI search. This is available for all main menus, and generally offers responses after just a few letters are entered.

The system can be controlled via the steering wheel, the MMI terminal on the console of the center tunnel, or via natural voice control, which understands simple commands and queries. In the Spyder model, three small microphones integrated in the seat belts as standard make telephone calls and voice control particularly easy and ensure the highest audio quality. The infotainment system also includes a Wi-Fi hotspot.

Highly connected: Audi Connect and the myAudi app

The Audi Connect Navigation & Infotainment module is the perfect companion, bringing the Internet and numerous services to the two-seater via LTE. The portfolio ranges from

navigation with Google Earth and Google Street View to travel, traffic and parking information. The driver can also access his or her Twitter account and can retrieve online news. The information is displayed in the Audi virtual cockpit, and the system is operated using the MMI system.

The same also applies to the many functions of the free myAudi app. This allows online media streaming through the Amazon Music and Napster services, as well as online radio.

The Audi smartphone interface integrates iOS and Android cell phones into a specially developed environment in MMI via Apple CarPlay and Android Auto. The Audi phone box connects the smartphone to the vehicle antenna for improved reception quality and inductively charges the smartphone via wireless charging according to the Qi-standard.

Equipment

Audi has fitted the new R8 V10 RWS (combined fuel consumption in l/100

km: 12.6–12.4 [18.7–19.0 US mpg], combined CO2 emissions in g/km: 286–283 [460.3–455.4 g/mi]) an extensive range of standard equipment. LED headlights and the dynamic rear turn signals come as standard, while the laser spot for the main beam and dynamic front turn signals are available as an option.

Other standard features include the comfort climate control system, the anti-theft alarm system, LED interior lighting, keyless access, the optical parking system, and the Audi drive select dynamic handling system. On request, Audi can supply an interior lighting package, the main beam assist, the cruise control system, a storage package and a reversing camera.

As passive safety features, the Coupé features two frontal airbags, two head side airbags and two chest side airbags, along with the integral head restraint system. The Spyder features two frontal airbags and to side airbags for safety purposes. Two strong steel profiles, pre-loaded with springs, serve as an Automatic Rollover Support System.



Can spacing your meals properly help with body fat loss?

TEXT Rich Carroll

If you're looking to burn excess fat, at those times during the day you eat appears to factor into the equation. Unfortunately, at this time there is not a great amount of scientific evidence to

tell us why, and exactly how significant spacing your meals actually is. But much of our understanding regarding eating patterns line up with research done with animals, and we have a lot of data due to

their controlled feeding structure. Animals that are fed at unusual times seem to have their "peripheral clocks" out of whack. People, as well as animals have circadian rhythms, and we know they effect a wide variety of functions, such as affecting rate of metabolism and how we tend to sleep. The master regulator in our head maintains and controls those rhythms, and they sequentially affect those peripheral clocks inside our body cells.

For animals, it is well established that disrupting those peripheral clocks by

altering the times they are fed will throw everything out of sync with their master clock. It is still in the theoretical stage due to lack of scientific testing, but it is quite feasible that we are able to adjust sleep patterns, metabolic rate, and bodyweight control. Although much research is still to be done, research on people who work shifts as well as others who must vary their eating patterns have revealed similar results to those animal studies.

It has long been a general assumption that a daily breakfast will be the most important meal in the day, and as such should be the most nutritious. But again, although this intuitively sounds practical there hasn't really been a lot of clinical evidence to support it. There appears to be greater data to support consuming meals which are evenly spaced, perhaps every three or four hours, as a meaningful way to maintain a regular metabolism and help eliminate insulin spikes. This is a well-recognized method to control weight.

Most people who have weight issues try to regulate their caloric intake by spacing their meals at longer intervals, which can work against what they actually want to accomplish. First, the system goes into starvation mode and begins to conserve energy levels. Then most people, in order to quell the hunger pangs, snap up whatever happens to be around. This is usually something sweet, and the common sugar tides them over. But not in any healthy way, for sure. I'm sure coming off the holidays we can all relate!

Then finally, when it is time for dinner, people often gorge themselves because their system is starved of nutrients, adding additionally to the trouble. The resolution would seem to be to never eat to the point feeling bloated, but still never get to the point of being famished. If we can keep that master clock in rhythm, the best way is to keep a fairly steady schedule for a nourishing diet. Even while we haven't yet a lot of data to endorse this, from the things we do know it seems to be a helpful factor for controlling bodyweight.



KALE

A historically renowned health food making a comeback

TEXT Rich Carroll



There are some foods that have a long history of keeping people healthy throughout the ages, and one that falls into this category is that leafy vegetable known as kale. Its origins date back before the Greeks and Romans and is believed to be one of the earliest vegetables cultivated by man. By the end of the Middle Ages this vegetable related to cabbage was one of the most accepted foods grown in Europe. Throughout the dark days of the Second World War in the United Kingdom kale was partially responsible for keeping people healthy. It was very easy to produce, even in bad climate. But kale for many people in western societies fell out of favor over the years.

People back in the day probably didn't understand the nutritional value that kale offered, but they knew that eating it kept them healthy. In areas that didn't have access to large amounts of nutritious vegetables the availability of kale filled a great need. Although it made its entrance into the Americas by the British in the 1600s it ultimately fell from favor to the shifts with tastes of Americans over 100 years ago. Maybe because in its normal state it possesses a bitter taste for many people, and when humans started to develop a sweet-tooth, vegetables such as kale were consumed less frequently.

But you really don't have to give up on kale, because there is a trick to getting the



vast majority of unpleasantness out and leave the healthy vitamins and minerals in. And that is to merely boil it. Juicing by blending with other nutritious products also work. My favorite way of getting kale in my meals are to include it as being part of soup. It's outstanding with beans or lentils and other vegetables plus your favorite spices and herbs.

Here are a couple of noteworthy reasons why healthy kale ought to be in every diet plan:

Kale is a cancer killer

Experts agree it will help you lower the risk in five types of cancer: bladder, colon, prostate, ovary and breast cancer. The key elements in healthy kale are a particular mix of glucosinolates, which are known to minimize the risk of tumor.

When kale is broken down in the system the glucosinolates are altered by the body into the compounds that avert cancer.

Conventionally it is thought that kale in its uncooked form is the healthiest, but studies indicate that when it's cooked lightly it tends to improve the capability for kale to bind with bile acids within the gastrointestinal system. It then becomes a lot easier for the bile acids, those that have been associated with cancer danger, to be eradicated from the system.

Kale is great for natural detoxing

There are two stages for removal of toxins. The first stage is when impurities within the body become broken down into smaller particles. Phase two kicks in when those toxic substances are purged out of the system. By eating foods that only support phase one, there would be a lot of broken-down toxic substances not having been eliminated still in the system.

Kale facilitates both stages with the cleansing process taking place on the cellular level. It has a great number of sulfur compounds, and these chemical compounds are immensely important during the detoxification through the elimination of this waste matter. That makes healthy kale one of the critical food products for eliminating toxic substances from the body.


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Does the other side want something other than money?

Sometimes the other party wants something other than money such as time or an apology. We are so used to negotiating about money that sometimes we forget that money is not everything. For example a truly heartfelt apology can go a long way to help resolve a consumer dispute. If the other side feels that the apology is sincere, the apology may even be enough to close the deal. An employee might want time-off instead of money. You may be able to suggest part-time work or flex time or vacation time if the employee is one that you want to keep. Sometimes what is wanted is convenience rather than money. These suggestions may be a way to resolve the problem and to save money at the same time.

Only negotiate with someone with authority

Someone with authority is someone who can speak or act on behalf of the company or employer. If you are not dealing with someone with authority, then you are not really negotiating and are wasting your time. If you are not sure whether a person has authority to give you what you want, ask them directly. If you are in a more complex setting, you may ask for a written statement from the principal that this agent speaks or acts on his behalf.

Sometimes someone will have the authority to act on someone else's behalf, but they may have restrictions such as a set monetary amount. They can sell you an item at a certain price but cannot go any lower. This is important because you do not want to find out at the very end that the person you thought you were negotiating with did not have any the authority to do so.

Set the tone and look the part

You are the one who should set the tone of the negotiation. When you come into the room for the first time, you should look the part. You should wear professional clothes. Act as though you know what you are doing and get to business quickly. Have a notebook and a briefcase and start right in. Project the image that you want to project. You might even try it in the mirror a few times. You want to give good eye contact and be a good listener. You want to seem knowledgeable about the issue or issues to be discussed of the day. You can state what your philosophy is and what your negotiation style is. Think of the qualities of a negotiator that you admire most and try to project them. For example, my idea of a good negotiator is someone who is firm, flexible, fair, and honest, and has a good sense of humor. That is the tone I would like to set.

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BEST OF BERLIN HOTELS

TEXT Emilia Florek-Guerrero



Berlin is a magical city that leaves lasting memories for those who visit this wonderful capital.

With a very modern infrastructure, its diverse multicultural population, historical landmarks and numerous events and festivals during the year, it is no wonder that many people around the world choose Berlin as a must-go-to destination when taking a trip to Europe.

The iconic Brandenburg Gate, the Reichstag, Potsdamer Platz, the remnants of the Berlin Wall, the Tiergarten park, Checkpoint Charlie, the TV tower in Alexanderplatz, these are a just a few of the many landmarks to see in Berlin.



Hotel Adlon Kempinski



Treat yourself by staying at the incredible and legendary hotel, the Hotel Adlon Kempinski Berlin. It is ideally located within the premises of the Brandenburg Gate; just a short walk outside and take a look to your left!

The Hotel Adlon is the place where famous heads of state, royals, artists, celebrities, designers and many more have chosen to stay while visiting Berlin.

With 307 rooms, 78 suites, three restaurants, one with two Michelin stars,, two bars, an indoor pool, a spa and a grand ballroom, the Hotel Adlon Kempinski makes certain its guests are



satisfied in every manner by providing everything they need. All rooms are very spacious and maintain plenty of amenities.

The floors of the hotel and architectural trim are made of valuable limestone, blending perfectly with the walls and the doors of mahogany and cherry furnishings. The interior design is made possible by the exquisite ideas brought by Ezra Attia Associates and AB Living Designs. The bathrooms dazzle with black granite, pale marble and noble wooden furnishings to add a more luxurious feel to your stay.

The three, that's right, three Presidential suites are immense as they have five rooms and best of all elaborate security features implemented by the German



State and Federal Bureaus plus private elevators and even special security for the main entrance. The suites are designed and furnished in a way to resemble a 1920's luxury apartment!

Hotel Adlon Kempinski
 Unter den Linden 77
 10117, Berlin, Germany
www.kempinski.com



Sir Savigny Hotel

The Sir Savigny Hotel located in Charlottenburg showcases a unique side of Berlin. It is in the literary quarter in a building dating back to 1893.

With 44 contemporary rooms that are simple, smart and sophisticated, the Sir Savigny Hotel provides inspired culture and eclectic style.

All rooms include a rain shower, numerous amenities, a pillow menu, the Sir's signature bedding collection and a dial-a-burger button which connects you directly to the restaurant. Vintage rugs, books, an incredible art collection and custom-made furniture give this property, a one-of-a-kind experience. The suites include a terrace and a freestanding bathtub.



Adina Apartment Hotel
Checkpoint Charlie

Located in the historic Mitte district, Adina Apartment Hotel Checkpoint Charlie offers easy access to endless dining, nightlife, shopping, culture and fun entertainment.

After a long day of enjoying the proximity of all attractions, you can return to your spacious one or two bedroom apartment to simply indulge into disconnection and relaxation. An indoor heated swimming



On the premises of the hotel are an outdoor patio, a library and a lounge that often hosts art exhibitions.

The on-site restaurant known as The Butcher Kitchen and Bar, features top-of-the-line burgers and fine regional dining.

Sir Savigny Hotel

Kantstrasse 144

10623 Berlin, Germany

www.sirhotels.com





pool, jacuzzi, sauna and fitness center will help you recharge your batteries for the next intensive day ahead.

The hotel's Alto restaurant will make sure that what it offers on the menu will satisfy your taste buds. The carefully chosen dishes are influenced by local and modern Australian cuisine.

All of the one and two bedroom apartments are also equipped with full kitchen facilities, in case you prefer to be your own chef.

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Checkpoint Charlie
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www.adinahotels.com



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