

THE THIRD GENERATION



*"It was always my father's wish that the business stay in the family.
Third generation. We accomplished it."*

— Timothy Brown, 2026

This is a story about my grandfather Roy Brown. He started ROI Corporation at the dining room table of his home in Mississauga in 1974.

It's also about my uncle Tim, who joined his father in 1979 and invested over forty years making 'ROI Corp' a name every dentist in Canada associates with the gold standard of Appraisal.

And now, about what happens next.

My Grandfather

In 1948, at eighteen years old, Roy Brown walked into a job as a salesman for the Associated Dentists Co-operative. He would spend the next twenty-five years there, and by 1973 he had worked his way up to President.

But in all those years in and around Canadian dental practices, Roy saw something the rest of the profession was slow to catch. Before the 1970s, when a dentist retired, they rarely found a purchaser. They sent their equipment to the scrap yard. The staff were let go. If they were lucky, the dentist down the street would take a few of their patients. A lifetime of work, and no return on the investment.



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Roy Brown thought that was wrong

So, in 1974, at forty-four years old, my grandfather formed ROI Management, later renamed ROI Corporation, out of his home in Mississauga. Joan, my grandmother, was at his side. It started with a single mission: to give Canadian dentists a return on the investment of their working lives.

He was the first person in Canada to see that market for what it was. He was the first person in Canada to obtain registration under the Real Estate and Business Brokers Act specifically for dental practice brokerage. Every dentist who has ever sold a practice in this country and received a fair price for it owes a small, quiet debt to the gentleman who believed it was possible.

That was Roy - the professional.

Roy the man was a consummate gentleman. He always had a joke. He was a sailor and a golfer. He drove a Buick Riviera. He drank a glass of buttermilk before bed. He kept his family close. And in a life spanning nine decades, he never stopped loving my grandmother Joan.

My Uncle Tim

Tim joined his father Roy at ROI Corporation in 1979. He has been in the dental practice business ever since. In 1996, Tim and Sandy would partner with Roy and then in 2004, purchase the company outright. Sandy would go on to spend many years alongside Tim in the business, and any honest telling of what ROI Corporation became must include her.

For the next four decades, Tim was a builder

He wrote for Ontario Dentist Magazine. He wrote for the Journal of the Canadian Dental Association. He wrote for Dental Practice Management. He delivered more than three hundred and fifty continuing dental education seminars. He lectured at the faculties of dentistry at the University of Toronto, the University of Western Ontario, Dalhousie, and McGill. If you have practiced dentistry in this country over the last four decades and did not hear Tim speak at least once, I would be surprised.

There is no more experienced or more qualified dental practice broker in Canada. That is not opinion. That is the ledger.

Every associate who has ever worked at ROI has a Tim story. Mine is this. When I closed my first deal, Tim showed up at the office with a bottle of champagne. Over the years I have watched him mark the meaningful moments of the people around him in exactly that way. He notices. He remembers. He shows up.

When I first told Tim I wanted to buy the business, he looked at me and said, "This would make your grandfather proud."

For over fifty years, members of our family have contributed to ROI Corporation and then moved on to other paths, in the way any family does over a stretch of time.



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Family business is hard. It is harder than any other kind

For a long time, no one in our family could be sure the firm would stay in the family at all. Tim carried that invisible weight for years. Last month, at his cottage, at his own dinner table, we finally answered it. Tim looked at me and said, "It was always my father's wish that the business stay in the family. Third generation. We accomplished it." He said it slowly, the way you say a sentence you have been carrying for a long time.

Tim is not going anywhere. On July 31, 2026, I took over as President, and Tim continues with ROI Corporation as a Broker. He will keep helping dentists. He will keep writing, speaking, educating, and sharing his passion for all things dentistry. I could not have asked for a better mentor for what comes next.

A little about me

My name is Robert MacDonald. I am the grandson of Roy Brown, the son of Roy's daughter, and the nephew of Tim Brown.

I have been at ROI Corporation for twenty-two years. I started in 2004, in the photocopy room. Everything I know about this business, I learned either inside our walls or across a dinner table from the family that built it. There are three sentences from my grandfather's mouth that I still run my life by.

I believe in Good.

He would say, "Be a gentleman." He said it so often that in grade four I wrote my school speech about it. He would say, "Play it as it lies." It sounded like a golf lesson. It was never about golf.

And he would say, "I believe in good." That is what he told me when I once asked him about religion, and it is still the closest thing I have to a personal creed.

Those three sentences are the operating system Roy Brown built ROI Corporation on. Tim runs by them. I will run by them. If you have done business with our firm in the last fifty years, you have felt them, whether you knew it or not.

I must tell you about my mother.

She was Roy's daughter, Tim's sister, and the person who raised me to believe that a life is measured by what you leave behind. She died when I was in my early twenties. Her motto in life was: leave a legacy. Her signature is on every decision I make, and it is on this one too.

I am not the only member of the third generation carrying this forward. My cousin, Nicholas Boyle, collaborates with me at ROI Corporation. He is Roy's other grandson and Tim's other nephew. He is part of the story my grandfather started, and my uncle Tim fiercely protected.

I have a family of my own now. My wife Mandi. Two children. And a third due this fall. Mandi has been at my side for every hard conversation that led to me sitting at Tim's cottage last week. She is the reason I was able to say yes.



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When my children are old enough to ask what I do, I want to tell them that I have the honour of being the third generation of a business their great-grandfather started at his kitchen table in Mississauga in 1974. That their great-grandmother sat across from him. That their great-uncle Tim carried it for three decades and then, when the moment finally came, sat with me at his cottage and delivered on a promise he had been carrying for his own father his entire life.

That their grandmother, my mother, would have been proud.

Our team

Every promise I make to the dental profession of Canada rests on the associates and office staff who show up at ROI Corporation every day. Some have been with us for decades. Our team of 40+ totals over 450 years with ROI Corporation. We have hundreds of years of experience inside our firm, and every year of it goes into how we treat our clients' files. It is our team who delivers on the trust our clients place in us.

The next decade of practice transitions will not look like the last fifty.

Regulatory change, corporate consolidation, and innovative technology will ask more of Canadian dentists than any decade before them. What ROI Corporation will do about that is what my grandfather did when he answered the phone in 1974 and what my uncle Tim has done every day since 1979: show up, tell the truth, and get the best result for the dentist across the table. We have led this marketplace for over fifty years, and we intend to lead it into whatever comes next.



Robert MacDonald
President

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Dentists of Canada

You have trusted three generations of my family with the most important transaction of your working lives.

Thank you.

You have relied on ROI Corporation for over fifty years. On my grandfather. Then my uncle, and now, you can count on me.

Play it as it lies.

Sincerely,

Robert MacDonald



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