



Fondation  
Rideau Hall  
Foundation

ANNUAL REPORT 2017

**TOGETHER WE CAN  
+ DO MORE**





# 2017 ANNUAL REPORT



**"We created the Rideau Hall Foundation during my mandate as governor general to mobilize people and ideas around the values of the Office of the Secretary to the Governor General. It is an innovation – a charitable vehicle designed to allow more Canadians to connect with the values which I believe bring us together as a country."**

*The Right Honourable David Johnston,  
28<sup>th</sup> Governor General of Canada and Chair of the Rideau Hall Foundation*

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Charitable Number: 848037248RR0001**

Cover photos, clockwise from top left:  
MCpl Vincent Carbonneau, Rideau Hall; MCpl Vincent Carbonneau, Rideau Hall; photo courtesy of  
Vancouver Island University; photo courtesy of Marina Melanidis, Queen Elizabeth Scholar.

This page: Sgt Johanie Maheu, Rideau Hall.

## MESSAGE FROM THE CHAIR

Serving as governor general for seven years was a privilege for which I will be forever grateful. Sharon and I both emerged from the experience greatly humbled by the extraordinary achievements we were witness to, and by the realization that there is still much more to do. My installation speech in 2010 called for a smart and caring nation – one where all Canadians can succeed and contribute. Encouraging volunteerism and philanthropy was a key priority of our time in Office, and indeed the Rideau Hall Foundation (RHF) was ultimately born from this vision.

When we established the RHF in 2012, I could not have imagined that we would achieve this level of national impact in a short five-year span. Today, the RHF works to amplify the fundamental values of the Office of the Secretary to the Governor General. It has an impressive range of partnerships and programs underway that will continue to positively impact Canadians' lives and well-being into the future.

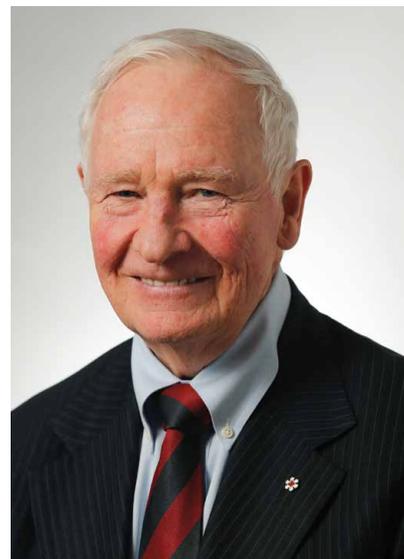
The RHF embodies a vision for a better Canada and now stands ready to offer Canadians a platform for engagement across four crucial priority issues for the country: strengthening our culture of innovation; widening the circle of giving and volunteerism; ensuring equality of learning opportunities; and expanding opportunities for leadership.

I am most humbled perhaps by the supporters and volunteers who have raised their hands to join us in this venture for Canada. Thank you for your faith in this nation-building project, for your commitment to a shared vision to improve our country, and for your own efforts to make Canada better in your spheres of influence. Today and for the next five years, I will proudly serve as Chair of the Rideau Hall Foundation's Board of Directors – itself a magnificent coming together of our country's leadership. In addition to celebrating the best in our country, we will be working with partners to create the conditions for more Canadians to succeed and to thrive.

Thank you again for your wonderful support and for your commitment to Canada.



**The Right Honourable David Johnston**  
28<sup>th</sup> Governor General of Canada and  
Chair of the Rideau Hall Foundation





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## FAREWELL MESSAGE FROM THE PRESIDENT AND CEO

The 150<sup>th</sup> anniversary of Confederation marked an important milestone in our nation's history: a time to reflect on how far we have come, but also on the heavy lifting that remains to be done. Here at the Rideau Hall Foundation (RHF), 2017 marked a year of transition, of growth, of deepened partnerships, and of a renewed commitment to our effort to build a better Canada. We are delighted to share our impact from 2017 with our supporters, volunteers and partners. Our progress is made possible because of your engagement and thanks to our shared vision for the country's potential.

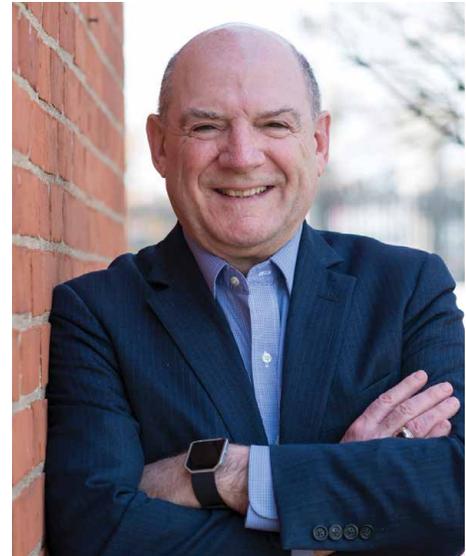
We hope you'll enjoy reading about the year that was and that it will equally inspire a sense of hope and optimism for Canada's future. Whether it was the gift to Canada's north by Arnold Witzig and Sima Sharifi to permanently endow the Arctic Inspiration Prize; the launch of a new partnership with the Mastercard Foundation to measurably improve rates of Indigenous students accessing and succeeding in post-secondary education; or the development and roll-out of teacher resource guides focused on innovation for students from JK through to Grade 12, 2017 was a year of great progress.

The end of David Johnston's mandate brought with it much public reflection on his calm wisdom and steady assurance during his time as the 28<sup>th</sup> Governor General of Canada. We are delighted that he will continue to offer such dedicated leadership to the country through his ongoing role as Chair of the RHF. We are heartened as well by the early support for the Legacy Campaign launched in his honour for the RHF's operating endowment. This will ensure that the RHF continues to have nation-wide impact while reinforcing the values of the Office of the Secretary to the Governor General long into the future.

As I prepare for retirement in the summer of 2018, I do so knowing that the RHF is strong and has extraordinary leadership in place. Serving as CEO of the RHF during a period in which the organization moved from "start-up to scale-up" has been a tremendous privilege. I take my leave with a confident sense of hope – both for the RHF's continued potential for nation-wide impact, and for our country as a whole.

Thank you for your support.

**Scott Haldane**  
President and CEO







# 2017 ANNUAL REPORT

## FOUR PORTFOLIOS IN REVIEW:

### 1) EXCELLENCE AND EQUALITY OF LEARNING OPPORTUNITIES

Equality of opportunity and the improvement of learning outcomes across the country are critical to ensuring a productive and prosperous nation. The RHF serves as a platform for projects and initiatives that address international student mobility, Indigenous education, and innovative support for at-risk and disadvantaged youth transitioning into post-secondary education.

Two RHF-managed learning initiatives celebrated important milestones in 2017.

### QUEEN ELIZABETH SCHOLARS PROGRAM

Through its promotion of international student exchange and civic engagement, the Queen Elizabeth Scholars (QES) program is helping to grow young Canadians into global citizens while promoting Canada as a destination for the world's top talent and attracting international research leaders to Canada.

In 2017, the first Queen Elizabeth Scholars engaged in placements outside the Commonwealth. This second phase of the program, focusing on doctoral, post-doctoral and early career researchers, provides a unique two-way exchange: researchers from low- and middle-income countries obtain greater access to the advanced education, training, and mentorship that are vital to cutting-edge innovation, while Canadian researchers gain more exposure to the international experience they need to become leaders in globally competitive work environments. This phase is made possible thanks to generous funding from the International Development Research Centre and the Social Sciences and Humanities Research Council.

Also in 2017, the QES program issued its third call for proposals to Canadian universities, making an additional \$5.8 million in funding available for international placements. The winning projects were announced in early 2018. For more information about the QES program, visit [queenelizabethscholars.ca](http://queenelizabethscholars.ca).

### DEMONSTRATING IMPACT:

BY 2017, 1,000 QUEEN ELIZABETH SCHOLARS HAD COMPLETED THEIR PLACEMENTS THROUGH THE PROGRAM. QES IS ON TRACK TO AWARD 3,000 SCHOLARSHIPS BY 2022.

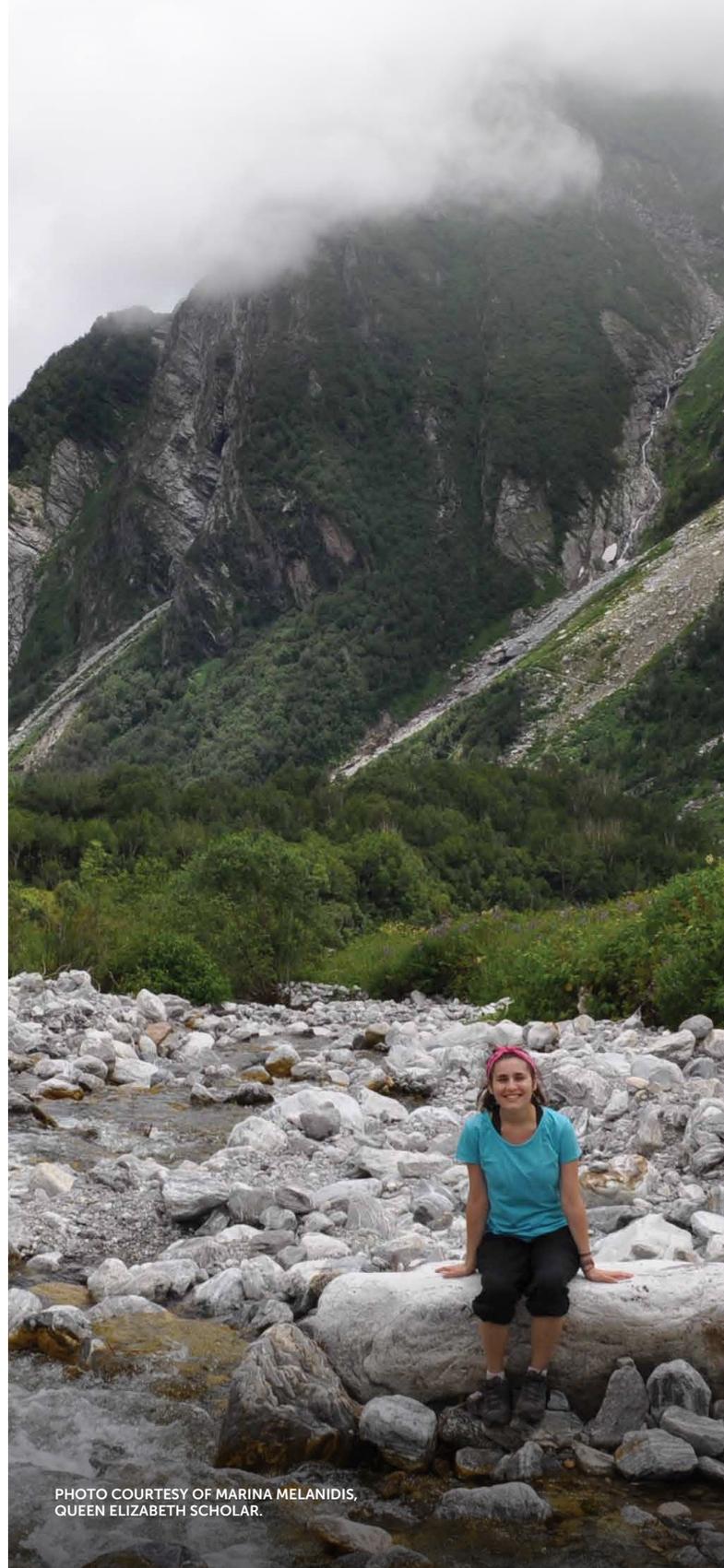


PHOTO COURTESY OF MARINA MELANIDIS,  
QUEEN ELIZABETH SCHOLAR.



PHOTO COURTESY OF YUKON COLLEGE.

## LEARNING PARTNERSHIP FOR INDIGENOUS YOUTH

While Indigenous youth make up the fastest growing demographic in Canada, their levels of educational attainment are far below those of other Canadians. According to Statistics Canada, in 2011 non-Indigenous Canadians aged 25-64 were nearly three times as likely to hold a university degree than Indigenous Canadians of the same age. Building on work begun in 2016, the RHF has continued its partnership with the Mastercard Foundation to develop a unique model of co-creation and collaboration to address educational inequities for Indigenous Canadians at the post-secondary level.

Vancouver Island University (VIU) and Yukon College were identified as the initial partners for this innovative project, based on their experience and knowledge in addressing issues in access to post-secondary education for Indigenous learners. The initiatives supported by this partnership were based on needs identified by First Nations communities and approaches designed and developed in concert with each institution. The overarching goal is to augment existing resources and supports at these institutions as they work alongside communities to improve education opportunities for Indigenous youth.

## DEMONSTRATING IMPACT:

**AT VANCOUVER ISLAND UNIVERSITY, ENHANCED SERVICES ON CAMPUS AND WITHIN COMMUNITIES WILL SUPPORT OVER 1,800 INDIGENOUS STUDENTS.**

**AT YUKON COLLEGE, ENHANCED SERVICES WILL ENABLE OVER 300 ADDITIONAL INDIGENOUS STUDENTS TO ACHIEVE THEIR EDUCATION AND LIFE GOALS.**

Students at VIU and Yukon College began to receive the full support of this partnership in September 2017. Formal launch celebrations took place at both institutions that same month, with significant media coverage both locally and nationally.

VIU and Yukon College have been integral in designing and developing initiatives supported by this partnership, including wrap-around supports for students, community outreach, leadership and cultural programming. Each institution tailors its services to meet the needs of the communities it serves, and Indigenous community partners work collaboratively with VIU and Yukon College to identify and recruit students.

**“I believe in this learning partnership. The Mastercard Foundation and the Rideau Hall Foundation have listened deeply and humbly. They have heard what we need and how they can help support our students.”**

*Tosh Southwick, Executive Director of First Nations Initiatives and Community Engagement, Yukon College*



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PHOTO CREDIT: MCPL VINCENT CARBONNEAU, RIDEAU HALL.



## 2) PROMOTING LEADERSHIP

Working in partnership with the Office of the Secretary to the Governor General and with many external organizations, the Rideau Hall Foundation (RHF) helped to expand opportunities for established and emerging leaders and to invest in conditions that support their growth and impact at home and abroad.

### IMAGINE A CANADA

*Imagine a Canada* was a national youth-based arts initiative organized by the National Centre for Truth and Reconciliation that invited young people to express their vision of what the future of Canada will look like through the lens of reconciliation. Young people from coast to coast to coast created stories, poems, pieces of art, short films or essays that envisioned the country they want us to strive for, together. Entries from each province and territory were celebrated at a special ceremony at Rideau Hall in Ottawa, hosted by then governor general, the Right Honourable David Johnston, and attended by the entire vice-regal community.

The RHF was proud to partner on the *Imagine a Canada* project by offering funding support to bring the program to life.

### HELPING CELEBRATE THE 50<sup>TH</sup> ANNIVERSARY OF THE ORDER OF CANADA

In addition to being Canada's sesquicentennial, 2017 marked the 50<sup>th</sup> anniversary of the Order of Canada. The cornerstone of the Canadian Honours System, the Order of Canada recognizes outstanding achievement, dedication to the community and service to the nation by people in all sectors of Canadian society. Support from RHF donors enabled the Chancellery of Honours to deliver a variety of events and products to celebrate the Order's anniversary.

These included The Walrus Talks national tour, a beautiful hardcover book celebrating 50 recipients of the Order of Canada, and a gathering. For the first time, all living recipients of the Order of Canada were invited to come together at Rideau Hall. The response was overwhelming, indicating the appetite and potential for leaders across regions and sectors to come together and engage on particular issues of concern for the country. The RHF engaged with guests about its work and how it offers a platform for engagement for the country's pre-eminent leadership.



PHOTO: MCPL VINCENT CARBONNEAU, RIDEAU HALL.

### 3) WIDENING THE CIRCLE OF GIVING

Patterns of generosity are changing in Canada, yet little is known about how to modify the values and behaviours required to increase Canadians' support of charitable and not-for-profit causes. The Rideau Hall Foundation (RHF) is committed to taking a multi-sectoral and collaborative approach to strengthen giving in Canada – of time, talent and treasure.

#### GIVING BEHAVIOUR PROJECT

The Giving Behaviour Project is a series of three in-depth research papers designed to help us better understand the current giving landscape in Canada, and to use that knowledge to help the non-profit sector incorporate evidence-based methods into their fundraising.

The first of these research papers was released in late 2017 – the Giving Behaviour of Canadian Millennials. The RHF partnered with Environics Research to examine what giving means to young people, what drives them to give, and how the values that inform giving patterns are learned.

The RHF also partnered with Imagine Canada on an extensive research project that mined a range of public sources including CRA databases and Statistics Canada survey results to produce the most comprehensive long-range picture of individual giving in Canada. The executive summary was released in the fall of 2017, and the full report in the spring of 2018. To read the report, visit <https://rhf-frh.ca/30years>.

The third and final research paper – a report on how behavioural science can be applied to the act of giving – will be released later in 2018.

The Giving Behaviour Project is a legacy project of My Giving Moment, a campaign to encourage Canadians to give to their communities. Spearheaded by the Office of the Secretary to the Governor General, My Giving Moment came to a conclusion in spring 2017.

**“Even one small act of giving can reshape someone’s life, if not the world.”**

*The Right Honourable  
David Johnston*



#### PROMOTING THE SOVEREIGN’S MEDAL FOR VOLUNTEERS

The RHF is raising \$5 million towards the Sovereign’s Medal for Volunteers (SMV) endowment, ensuring that the Office of the Secretary to the Governor General will have the ability to honour many volunteers every year, in communities across the country. The SMV recognizes the exceptional volunteer achievements of Canadians from across the country in a wide range of fields. Administered by the Chancellery of Honours, the SMV incorporates and replaces the Governor General’s Caring Canadian Award. The medal honours the dedication and commitment of volunteers who are building strong communities.

Learn more about the SMV, and nominate someone you know, at [caring.gg.ca](http://caring.gg.ca).





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## 4) FOSTERING A CULTURE OF INNOVATION

Innovation is critical to our success as a country. Canadian innovations have made enormous contributions to our country – and to the world – yet we do not celebrate this often enough. The Rideau Hall Foundation (RHF) is working with partners to foster a culture of innovation in Canada by celebrating our accomplishments and providing a platform for innovators to grow and connect.

### CONNECTING ACROSS THE INNOVATION ECOSYSTEM

2017 saw the launch of the first in a series of RHF-led events focusing on innovation in Canada. The RHF co-hosted Innovate Now Canada bringing together more than 200 players from across the innovation ecosystem to hear from a wide variety of speakers, including RHF board members Paul Desmarais III and the Honourable Kevin Lynch.

The RHF also established an Innovation Advisory Committee in 2017, composed of a wide range of leaders from across the country to provide the RHF with insights, perspective and ideas to help drive a culture of innovation in Canada.

#### Canadian Innovation Week and Canadian Innovation Space

To further these innovation connections and bring them to a national scale, in 2017 the RHF in partnership with Innovation, Science and Economic Development Canada announced plans for an annual Canadian Innovation Week to take place every May beginning in 2018. The week will bring together partners from coast to coast to deepen Canada’s culture of innovation.

In 2017, RHF also launched a partnership platform to connect, celebrate, and cultivate innovation in Canada. Canadian Innovation Space is a partnership of cross-disciplinary organizations that strives to build a stronger, more resilient culture of innovation in Canada for years to come. Read about Canadian innovations, both old and new, and access innovation tools and resources at [CanadianInnovationSpace.ca](http://CanadianInnovationSpace.ca).



Governor General's Innovation Awards  
—  
Prix du Gouverneur général pour l'innovation

## CELEBRATING CANADA'S INNOVATIONS

### Governor General's Innovation Award

The Governor General's Innovation Award (GGIA) inspires Canadians to embrace innovation and to emulate innovative, entrepreneurial risk-takers who have developed new or better ways of creating value and who are having a meaningful impact on our quality of life. Led by the Office of the Secretary to the Governor General and the Rideau Hall Foundation, the GGIA recognizes and celebrates trailblazers who help shape our society and our future, and who inspire the next generation of innovators.

### DEMONSTRATING IMPACT:

**BY THE END OF 2017, THERE WERE 14 GGIA LAUREATES FROM ACROSS CANADA IN FIELDS AS DIVERSE AS MEDICINE, FINANCE, BIOTECHNOLOGY, AND SOCIAL ENTREPRENEURSHIP.**

2017 laureates included: Audra Renyi who co-founded World Wide Hearing (WWH) Foundation, which helps underprivileged people affected by hearing loss; Marie-Odile Junker, who is preserving endangered Indigenous languages using information and communication technologies; and Patricia Lingley-Pottie and Patrick McGrath, who are the creators of the Strongest Families Institute, a non-profit organization that delivers evidence-based programs to children, youth and families through a unique distance-delivery system.

For more information, visit [innovation.gg.ca](http://innovation.gg.ca).

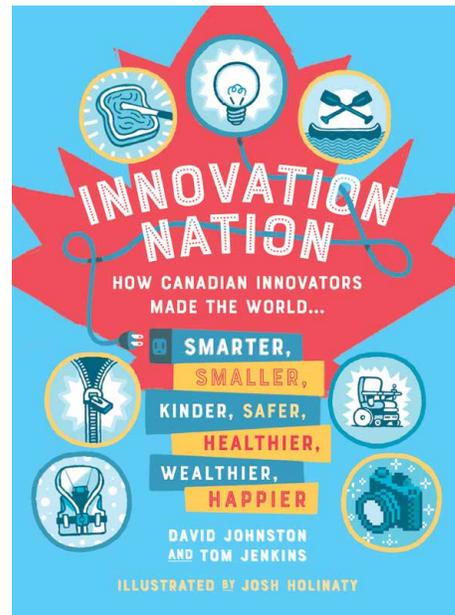
## Ingenious and Innovation Nation

To help celebrate Canada's 150<sup>th</sup> birthday in 2017, the Right Honourable David Johnston and Tom Jenkins, Chair of OpenText, published two books together: *Ingenious*, a compendium of 297 Canadian innovations, and *Innovation Nation*, a young readers' edition, featuring 50 kid-friendly innovations that changed the world. All proceeds from the books will be directed to the RHF for activities and programs that inspire and support Canadian innovation.

## CULTIVATING THE NEXT GENERATION OF INNOVATORS

### Innovation Teacher Resources

The RHF launched three resource guides that educators can use to teach innovation skills in Kindergarten to Grade 12 classrooms. The free bilingual resources, developed with Nipissing University's Schulich School of Education and other partners, focus on innovation skills that can be applied across all subjects and sectors, from science and technology to arts and social sciences, and are available for download on [CanadianInnovationSpace.ca](http://CanadianInnovationSpace.ca).



## Arctic Inspiration Prize

Since 2012, the Arctic Inspiration Prize (AIP) has been celebrating northern innovation by awarding prize funding to ideas-to-impact projects that stand to transform fields of education, health, social-cultural issues, the environment, and the economy for Canada's Northern communities.

In 2017, the AIP received an unprecedented \$60 million gift from the prize founders Arnold Witzig and Sima Sharifi, both immigrants with a deep love of the North and Northerners. Arnold and Sima remarkably donated their entire wealth to the Northern-led AIP Charitable Trust.

In 2017, the AIP also introduced a new three-tiered prize structure: \$1 million awarded to one team; up to \$500,000 awarded to up to four teams; and up to \$100,000 for up to seven youth teams, for a total prize amount of up to \$3 million annually. 2017 laureates included a project that pairs youth with Elders and experienced hunters to promote leadership while sharing traditional Inuit knowledge; a project that teaches the traditional practice of peacemaking circles to help deal with trauma; and a project that teaches youth to build and paddle their own qajaqs (kayaks). The Arctic Indigenous Wellness Project, an urban land-based healing program that aims to improve the health of at-risk Inuit, First Nation and Métis peoples in Yellowknife and surrounding communities in the Northwest Territories, received the top award of \$1 million.

The RHF is proud to serve as the Managing Partner for this important and ever-growing prize that is transforming the North and the lives of Northerners, and building capacity for Northern innovation.



PHOTO: PATRICK DOYLE/ARCTIC INSPIRATION PRIZE

## DEMONSTRATING IMPACT:

SINCE ITS INCEPTION IN 2012, THE AIP HAS AWARDED OVER \$8.4 MILLION TO 22 DIVERSE TEAMS, SUPPORTING INNOVATIVE PROJECTS IN THE FIELDS OF EDUCATION, SUSTAINABLE HOUSING, HEALTH, PERFORMING ARTS, TRADITIONAL KNOWLEDGE, LANGUAGE, AND SCIENCE.

# MESSAGE FROM THE TREASURER

## 5 YEARS OF SUSTAINABLE AND EFFICIENT GROWTH, AS WE WORK DILIGENTLY TOWARDS A BETTER CANADA

2017 was a year of transition for the Rideau Hall Foundation, but also one of stabilizing growth, deepening impact, and broader outreach. Our financial performance reflects these themes and presents us with the opportunity to reflect on the organization's strong progression over the past five years – a time during which both our assets and revenues grew on average 25% annually. Our range of programming took root nationally this past year, and our impact and high degree of efficiency are reflected in our 2017 expense ratio. In the last year, 90% of our revenues were directed towards programming – a combination of grants to qualified organizations across our four portfolios (Learning, Leadership, Innovation and Giving) and scholarships, such as the Queen Elizabeth Scholars Program, which serves Canada's effort towards academic global diplomacy, and our learning partnership focused on Indigenous success rates for post-secondary education.

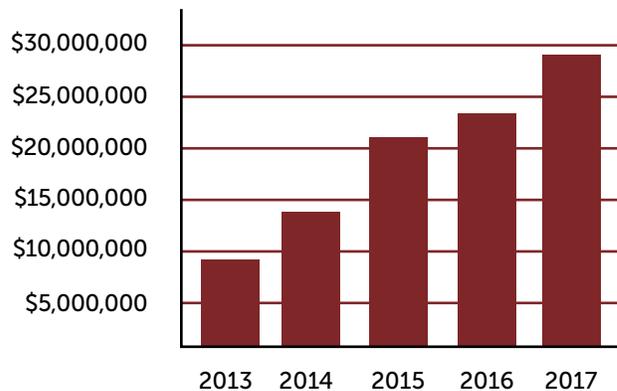
In 2017 we launched the legacy fund in honour of the Right Honourable David Johnston, who completed his mandate in office as governor general after a seven-year period. The legacy fund seeks to build the operating endowment of the RHF in order to ensure the permanent sustainability of the organization. I would like to thank the Taylor Family Foundation for its early and visionary support for the RHF, which allowed the organization to grow in impact exponentially by supporting our base of operations, and by making the lead contribution to the endowment fund. The legacy campaign will continue into 2018, as we work to match the 1:1 contribution made by the Government of Canada in David Johnston's honour.

Our Investment Committee of the Board continues to monitor global markets diligently and use a value-based approach as a key investment principle. This approach allows the RHF to make investments that are celebrating Canadian excellence and building pride in our democratic heritage, while creating the conditions for more Canadians to succeed and thrive. On behalf of the Finance and Audit Committee, I am confident we are making the appropriate investments as we collectively work towards building a better Canada.

**Frank Rochon**  
Treasurer, RHF Board of Directors

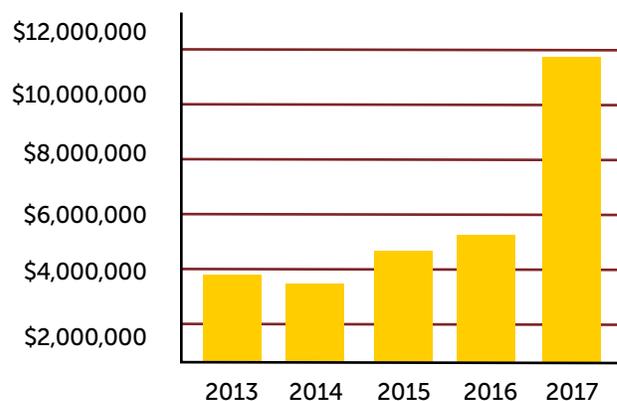
# FINANCIAL REPORTS

## ASSETS



2017: \$28,374,325      2014: \$13,531,449  
2016: \$23,936,389      2013: \$9,121,852  
2015: \$21,674,424

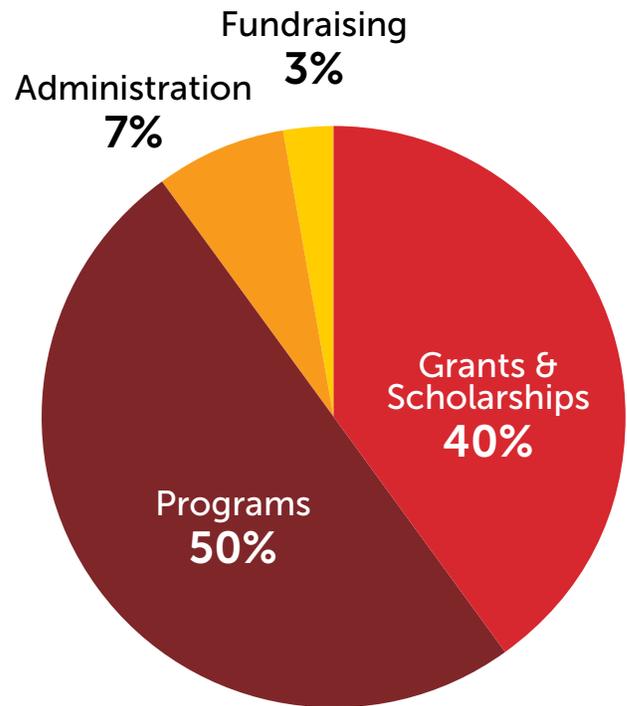
## REVENUE



2017: \$11,887,512      2014: \$3,647,413  
2016: \$5,149,033      2013: \$3,812,569  
2015: \$4,118,410

## EXPENSES

- +** Programs: \$6,154,642
- +** Grants and scholarships: \$4,911,018
- +** Administration: \$899,794
- +** Fundraising: \$309,875



GROSS PROGRAM & FUNDRAISING REVENUE

**\$10,622,666**

INVESTMENT INCOME

**\$1,264,846**

GRANTS & CHARITABLE ACTIVITY

**\$11,065,660**

FUNDRAISING & ADMINISTRATIVE EXPENSES

**\$1,209,669**

## MESSAGE FROM THE RHF INVESTMENT COMMITTEE

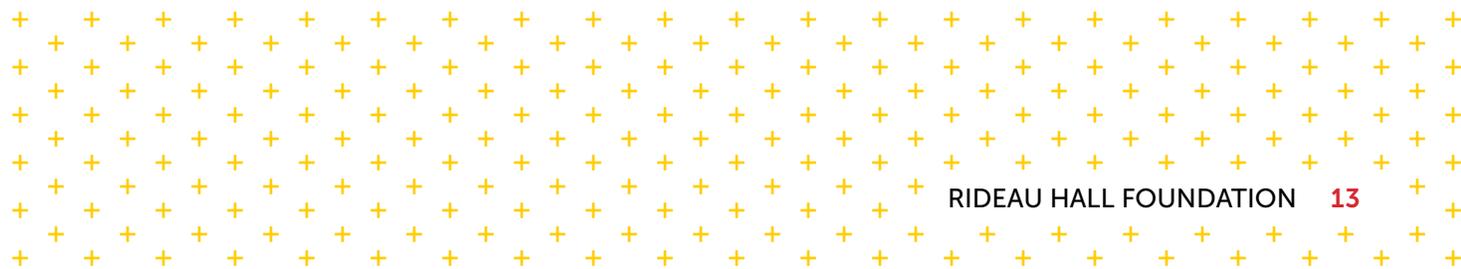
The RHF is a steward of endowments and pools of resources for future programming. The Board established a dedicated Investment Committee in 2016 to ensure careful stewardship of those resources. The Investment Committee's stated objective is to preserve and grow capital for the Foundation using a value investment approach. The Investment Committee achieves this by carefully monitoring asset allocation through a mix of fixed income, cash and value investment focused equity managers.

There were two overwhelming themes that drove the Committee's asset mix decisions in 2017. The first was the anticipation of a robust U.S. economy in regards to equity allocation. In the first half of 2017, we moved our equity portion to hold nearly half of its assets in U.S. equities. The second item was reducing the negative impact of

rising interest rates on our fixed income portfolio. The fixed income portion transitioned from a long duration fund to a short duration fund and a cash balance for the majority of 2017. This purposefully reduced the yield on our fixed income instruments in order to protect the principal against losses from rising interest rates.

Overall investment performance during 2017 was 4.2%. Equity performance was 7.0% and fixed income returned 0.8%. In 2016, overall investment performance was 8.6%. Our performance since inception is 5.7% and equities have compounded at 7.9% during this period. All performance numbers are reported net of fees.

**John A.K. Francis**  
Chair, RHF Investment Committee





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## LEGACY CAMPAIGN TO HONOUR DAVID JOHNSTON

In 2017, the Rideau Hall Foundation (RHF) embarked on a Legacy Campaign to celebrate the Right Honourable David Johnston and build the endowment fund of the RHF in his honour.

Throughout his mandate as governor general, David Johnston held us all to the highest expectations of what Canada can be. Over a lifetime of service, he has challenged us to build a better country: a smarter, more caring nation that includes diverse perspectives, responds to grand challenges, creates innovative, long-term solutions that work, and offers them up to the world. It is from his initial vision that the RHF was established and today stands as a unique charitable vehicle working to build a better Canada through direct programs and partnerships.

The RHF wishes to express deep gratitude and acknowledge the generous supporters who came forward in the earliest days of the Legacy Campaign for the RHF in Mr. Johnston's honour. The following supporters made commitments above \$100,000 to the RHF's Legacy Campaign in 2017:

- Anonymous
- Annette Verschuren
- Frances and Edmund Clark Foundation
- Tony and Anne Arrell
- Stephen Smith
- The Gerald Schwartz & Heather Reisman Foundation
- Robert Harding and Angel Yang
- Andrew and Valerie Pringle
- George and Tami Cope
- David and Sharon Johnston
- McCall MacBain Foundation

**Thank you for your most generous and visionary support.**

The RHF's leadership offers deepest thanks to the visionary philanthropy of the Taylor Family Foundation for launching the operating endowment fund and providing annual funding support. We are ever grateful for your generosity and share your enduring commitment to building pride in Canada.



PHOTO COURTESY OF THE GOVERNMENT OF CANADA'S IMPACT AND INNOVATION UNIT.

## BOARD OF DIRECTORS

The Right Honourable David Johnston, 28<sup>th</sup> Governor General of Canada; *Chair*

Huguette Labelle, *Vice-Chair*

Rahul K. Bhardwaj

Amit Chakma

Zita Cobb

Paul Desmarais III

Phil Fontaine

Udloriak Hanson

Robert Harding

Thomas G. Heintzman

Carol Lee

Monique F. Leroux

Hon. Kevin Lynch

Ross McGregor

Evan Price

Frank Rochon

Indira Samarasekera

Khalil Shariff

Nancy Southern

Victor Thomas

Annette Verschuren

Ben Watsa

Marie Wilson

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Honorary Counsel:

Robert Prichard

Officer: Stephen Wallace

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