



ABOUT FAMILY ENTERPRISE CANADA

Business families deal with many complex challenges – especially when navigating transition. Managing these challenges is difficult and can result in conflict and damaged family relationships *significantly impacting* the success of your family legacy. You don't have to navigate these challenges alone!

At Family Enterprise Canada, our goal is to help you successfully harmonize your family, business and ownership for the long term. Access to our exclusive community gives business families learning opportunities, family-focused education, a network of certified Family Enterprise Advisors and a group of peers that offer support and insight to help you build healthy and happy family relationships and navigate through the always sensitive transition journey.

→ For more information about Family Enterprise Canada, please visit FamilyEnterprise.ca.

ABOUT THE FAMILY ENTERPRISE ADVISOR (FEA) DESIGNATION

Family enterprise advising is a highly complex field that requires an exceptional level of fluency in the art and science of “family enterprise.” In a crowded field of professional advisors, there is one sure way for advisors to stand out: the Family Enterprise Advisor (FEA) designation. It's the global standard in family business advising.

→ To learn more about the FEA designation, please visit familyenterprise.ca/fea-designation

ABOUT FAMILY ENTERPRISE FOUNDATION

Family Enterprise Foundation (FEF) is the charitable organization of Family Enterprise Canada. As the unified voice of family enterprise in Canada, Family Enterprise Foundation focuses on developing family-focused educational resources, conducting research, building a strong and connected ecosystem, and promoting the success and sustainability of entrepreneurial families and their enterprises to ensure intergenerational longevity.

→ To learn more, please visit FamilyEnterpriseFoundation.org.



ACKNOWLEDGEMENT OF THE LAND

We acknowledge that our membership spans multiple unceded traditional territories of many nations, and that the Family Enterprise Canada office in Oakville operates on the traditional territory of the Mississaugas, Neutral, Huron-Wendat and Haudenosaunee, and the Family Enterprise Foundation office in Montreal operates on the traditional territory of the Kanien'keha:ka (Mohawk). We recognize and deeply appreciate their historic connection to the land, and we have the responsibility to honour and respect the original keepers of this territory and the many Indigenous Peoples living here today.

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MESSAGE FROM OUR CEO

Like most people in our Family Enterprise Canada community, we are ready to put the last two years behind us and move forward. The pandemic caused so much disruption for all of us and is not likely to disappear anytime soon, so we are adapting and adjusting to this new reality and forging ahead with renewed focus and energy. Our primary goal is to reconnect and revitalize our community of business families and FEAs. This means growing and expanding our community across Canada as well as creating opportunities for the community to come together and share their experiences and learn together.

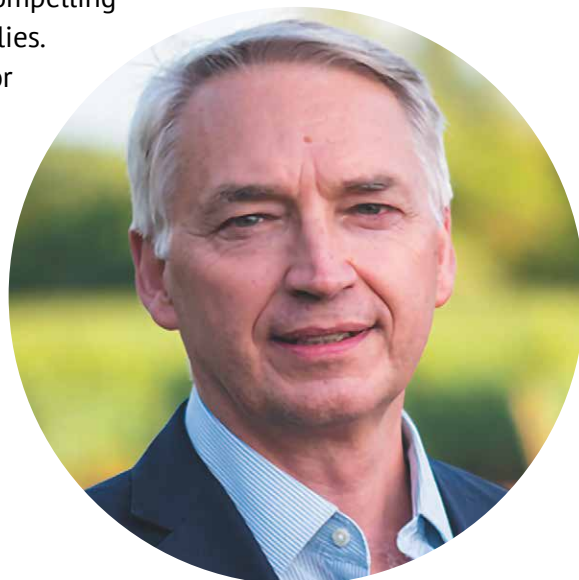
In the spirit of revitalizing our community, we recently had the pleasure of hosting Symposium for the first time in two and a half years. It was so exciting to gather in person again in Vancouver from May 30-June 1, 2022. The excitement was shared by everyone who attended, as our community came out in full force and the event was sold out! This shared experience is what our community is all about. In the months ahead, we are committed to creating more exciting opportunities for everyone to connect, share and learn together.

With a focus on the future, our Board and management team met at the end of 2021 to review our strategic direction and set our priorities for the next three years. Emerging from this process was a strong affirmation of our purpose and vision, and a renewed commitment to strengthening and building our community right across Canada. Our priorities for the next three years reflect a focus on delivering a unique and compelling community experience for both FEAs and business families.

With the new priorities and plans, I believe the future for our community is the strongest it has ever been!

On behalf of our whole community, I want to thank our dedicated team for their tremendous contributions and commitment over the past year. I continue to be amazed by their passion for our community and the great work they do every day. And to our Board, a big thank you for the guidance and support you provide to our team and to the entire community.

Finally, to everyone in our community who believes in the importance of family enterprise, I encourage you to get more involved, connect with your peers, share your experiences and knowledge with each other and help us build a really strong vibrant community across Canada.



Bill Brushett, FCPA, FCA, FEA

President and CEO, Family Enterprise Canada
President and CEO, Family Enterprise Foundation

MESSAGE FROM OUR BOARD CHAIRS

Steadfast in our purpose, we are committed to ensuring the success, continuity and sustainability of Canadian Business Families, their family enterprises and the advisors who support them.

A unique community experience, Family Enterprise Canada is supported through membership revenues, program revenues, and philanthropic donations. One supporting family enterprise is CHALLENGING others in our community: donate and they will match every dollar raised through a [matching program](#). So in 2022, every donor has an opportunity to multiply their financial contribution.

Our research is directed by our community, as we collaborate with experts from multiple disciplines across the globe. The latest research report can be found [here](#).

Families are invited to learn in a safe environment with peers, accessing learning tools developed *by business families for business families*. Our community members empower each other, sharing knowledge and investing in research to support each other through multi-generational journeys. Business families/family enterprises share a purpose that is beyond the balance sheet and the business operations. Connections thrive as individuals share experiences and gather in peer groups.

In May, for the first time in almost three years, our community gathered in Vancouver to celebrate our National Family Enterprise of the Year Award and to continue our learning in a supportive community environment. Experts shared their knowledge and families from across the globe shared their experiences.

In November, business families will gather in Banff for [Families Summit of Minds](#). Families will learn together in nature, discussing today's issues and tomorrow's opportunities.

Join us as we continue to celebrate Family Enterprise on our learning journeys and as we support one another in a collaborative environment and continue to emphasize: FAMILY ENTERPRISE MATTERS!

On behalf of our Boards of Directors, we want to express our appreciation to the families who support us. Thank you to the talented team at Family Enterprise Canada and Family Enterprise Foundation who continue to grow our programs and develop new research papers and learning tools. Thank you for your commitment and dedication to Family Enterprise.



Susan St. Amand
Board Chair,
Family Enterprise Canada



Margaret-Jean Mannix
Board Chair, Family Enterprise Foundation
Board Vice Chair, Family Enterprise Canada

YOUR DYNAMIC PEER COMMUNITY

Reconnecting, in Person as a Community!

The highlight of the past year for our community was gathering in person at [Symposium 2022](#). The community came out in full force for this three-day event in Vancouver. We celebrated family business at FEYA 2021 and had an opportunity to learn, share and grow together in panel sessions, discussion groups, peer dinners hosted around town and the ongoing impromptu catchups that happened throughout. We are already looking forward to Symposium 2023!

Our annual **Families Summit of Minds** conference connects enterprising families and global thought leaders in facilitated discussions, focusing on today's issues and tomorrow's opportunities, and draws on shared wisdom, contrasting opinions and solution-driven ideas. Last year, families gathered around the virtual summit table on November 12–13, 2021 to learn, share and grow together.

We are excited to be hosting [Families Summit of Minds 2022](#) later this year, in beautiful Banff from November 18–20.

*Our community reconnecting
at Symposium 2022*





Connecting All Across the Country

Family Enterprise Canada is coming to a city near you! Starting with **Celebrating Family Enterprise – Calgary** this fall, we will be travelling across the country connecting business families and FEAs, welcoming new families and celebrating some of the prominent family businesses in the area. We look forward to connecting our community and hope that all our members can make it to one or more of our events!

Mentorship Program Successfully Launched

Focusing on the needs of our rising generation, the Mentorship Program connects the family business leaders of tomorrow with the leaders of today to provide personal and professional development to further Canadian family enterprise legacy and successful transitions. After a successful pilot, we launched our first cohort this year. We had an outstanding response by the senior gens who were looking to give back as Mentors. We are grateful to all our Mentors who have given their time to help support the next generation of leaders within our community.

Thank you:

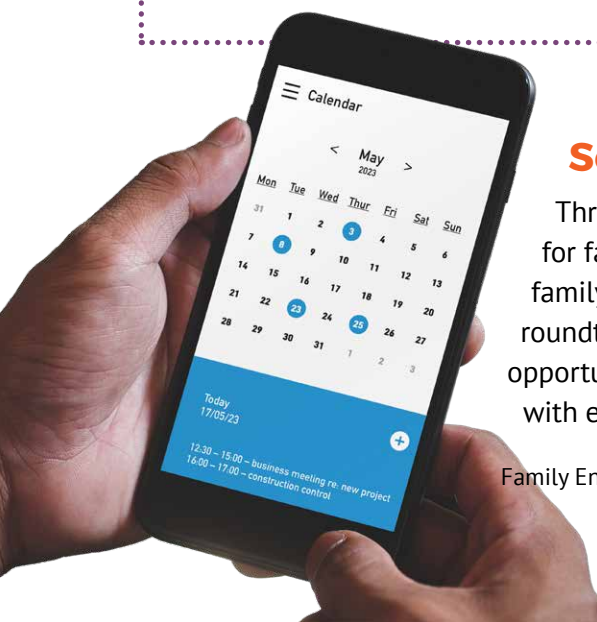
Karen Alko
Gary Berman
Keith Brown
Murray Flanagan

Elaine Gerrie
Christie Geiss
Steve Gordon
Rick Keilhauer

Rosanne Longo
Debbie Mohr-Caldwell
Paul Van Bree
David Yochlowitz

Something for Everyone

Throughout the past year, our event calendar was full of opportunities for families and FEAs to focus on supporting successful business family transitions. From monthly Community Calls, webinars, workshops, roundtables, conferences and more, our community had many opportunities to learn from experts, share their experiences and connect with each other.



SHOWCASING CANADIAN FAMILY ENTERPRISE

Celebrating Family Business!

At Symposium 2022, our community had the pleasure of recognizing the significant achievements of Canadian family businesses at our National Family Enterprise of the Year Award (FEYA) celebration. We honoured four inspiring family businesses: Gerrie Electric Wholesale Limited, GROUPE AGF INC., WCD and our 2021 FEYA Recipient, Kalesnikoff. Congratulations to our Finalists and FEYA winner!

Below (clockwise from top left): Gerrie Electric Wholesale Limited, GROUPE AGF INC., WCD and our 2021 FEYA Recipient, Kalesnikoff



*Kalesnikoff, 2021
Family Enterprise of the Year
Award Recipient*

Expanding our Focus

Family Enterprise Foundation and Family Enterprise Canada have joined with Family Business Network – International (FBN-I) in adopting the United Nation’s Sustainable Development Goals (SDGs). The **Family Business for Sustainable Development** (FBSD) initiative will make protecting our planet a priority in the Canadian family business community. Our FBSD Committee is creating a path to help business families build the knowledge and skills they need to drive impactful social and environmental changes that will allow us to achieve the 2030 UNSDG objectives and protect people and the environment.



Expanding our Network

In collaboration with Telfer School of Management, FBN-I and several university research partners, we are proud and honoured to support the Telfer Family Enterprise Legacy Institute (FELI) with its mandate to empower the next generation of enterprising families. FELI will help develop next generation leaders to enable more united, resilient and prosperous family businesses across generations!

LEARNING TOGETHER, MOVING FORWARD

Unlocking Resources to Support our FEAs

FEAs Danielle Saputo and Jeff Halpern, in collaboration with Family Enterprise Canada, have developed an interactive **Decision Tree Tool** for FEAs (and families!) to help chart a family's path for successfully passing the baton to the next generation, or to reimagine their family business.



To help our designated FEAs help THEIR clients, we've unlocked our introductory course, **Compass for Entrepreneurial Families**, and created a **Facilitation Guide** to give them the power to lead their clients through this valuable course experience, with confidence!



"Let's Talk Family Enterprise" Podcast

Our very successful *Let's Talk Family Enterprise* podcast explores ideas, concepts and models related to family enterprise advising through interviews with global experts in the field. Topics explored over the past year have generated significant interest from people involved in a family business, from family members to Family Enterprise Advisors.

Intergenerational Journey Map – Coming soon!

We believe that a perspective is lacking on intergenerational succession: the point of view of progressive, learning families – specifically, the perspective of owners who have gone through this, or will shortly – which will bring some common sense and language to the journey. Therefore, we decided to develop an interactive succession map with the ability to dive deep into the different stages of intergenerational transition and follow the suggested learning paths, asking the necessary questions and providing the path forward.

Continuing Education for FEAs

Our designated FEA community has identified continuing education (CE) as important and a high priority in terms of their member experience. As a result, we have been working diligently on developing a more formal CE offering which will include a combination of refresher workshops and mini-certification programs designed for those that are looking to deepen their skills and knowledge in specific areas. Later in 2022, we will be ready to launch these opportunities for our FEAs.



Enhanced FEA Program for 2023

Navigating through the pandemic helped us to see the many benefits of online learning. However, we know that one of the key elements of our FEA Program is the in-person experience of being together in class with a cohort of peers. As we all adjust to a post-pandemic world, we believe the future of professional education will combine the benefits of both experiences. Based on this, we plan to make changes to the format of the FEA Program in 2023 to embrace and incorporate the best of both learning approaches – providing a more enhanced experience for advisors pursuing the FEA designation.



YOUR VOICE

Focusing on Transition Intentions, Readiness, Legacy and Purpose

Landmark research reports released in the past year by Family Enterprise Foundation provide the most comprehensive picture of transition intentions in Canadian business families to date.



READY, WILLING AND INTERESTED – OR NOT?

Canadian Family Business Transition Intentions



Ready, Willing and Interested – or Not?

The big wealth transition is now underway, with ownership of more than 60 per cent of family enterprises expected to be handed off within the next decade. Within an even shorter time frame – seven years – close to 40 per cent of transitions to the next generation are expected to occur. In our first report, **Ready, Willing and Interested –**

or Not?, significant misgivings about the passion and capabilities of the next generation to take over the family business were identified. The main concern among 51 per cent of owners is that the next generation is not ready. A secondary worry cited by 39 per cent is that next generation family members are not interested in taking over.



WHO ARE THE GUARDIANS OF FAMILY LEGACY?

Canadian Family Business Transition Intentions – Part 2



Who Are the Guardians of Family Legacy?

However, the concerns identified in our first report may not reflect the true intentions of the next generation. The findings in our second report, **Who are the Guardians of Family Legacy?**, clearly show that the senior generation are not the sole guardians of family legacy. Younger family business owners are the most committed to preserving the family business and want to play a key role in sustaining its legacy for future generations.



ALCHEMY AND THE FAMILY ENTERPRISE

Finding Purpose.
Conquering Communication.
Leveraging Learning.



Alchemy and the Family Enterprise

The most recent report from Family Enterprise Foundation casts a fresh light on family business attitudes toward finding purpose, conquering communication and intentional family learning. Drawing on data from our Family Learning Discovery assessment, our **Alchemy and the Family Enterprise report** uncovers key insights that will provoke discussion among business families and the ecosystem that supports them.

Next Up? The NextGen Perspective on Transition

Continuing the focus on transitions and the related challenges business families experience, our Foundation has initiated a new research project to explore more deeply the NextGen perspective on transitions. This research involves interviewing approximately 30 NextGen stakeholders, who are a mix of ages, stages and involvement in the family business. Our goal in conducting this in-depth, qualitative research is to better understand the transition of family businesses from the current generation to the rising generation. This information will help us in supporting family-owned businesses before, during and after transition.

BUILDING MOMENTUM 2022-2024

At the end of 2021, as we anticipated a post-pandemic future for our community, the Board and management met to review our strategic direction and set our priorities for the next three years. The outcome of this review was a confirmation of our purpose and vision and a renewed commitment to developing and strengthening our community across Canada.

Our three-year plan (2022–2024) sets us on a path where, by the end of 2024, Family Enterprise Canada will be recognized as the National leader for family enterprise and family enterprise advisors. We will achieve this by:

- being thought leaders, connectors, and catalysts;
- delivering an extraordinary experience for members of our community;
- leveraging technology and resources;
- communicating with clear consistent messaging;
- collaborating with global family enterprise communities.

Our priorities for the next three years reflect a focus on delivering a unique and compelling community experience for both FEAs and business families, and developing and expanding our community across Canada. Our specific goals set for the end of 2024 are:

- 1 Be recognized as the “go-to” leader for the family enterprise community in Canada.
- 2 The FEA designation is the globally recognized standard for Family Enterprise Advisors.
- 3 Deliver a purposeful community-centric experience for Foundational and Progressive families, and our FEA designates.
- 4 Engaged, committed and empowered staff and contributing community members.
- 5 Be sustainable, both financially and operationally.

With renewed focus, priorities and plans, we believe the future for our community is the strongest it has ever been.

GOVERNANCE UPDATE

At last year's AGM, we welcomed three new Family Enterprise Canada Board Directors serving three-year terms, who joined the six elected in 2020 with three-year terms and the five continuing Directors elected to one-year terms. During the year, one Director resigned for personal reasons, leaving the Board with a complement of thirteen.

For the coming year, the Board recommends continuing with the existing complement of Directors, based on a desire to remain focused on and aligned with our strategic and operational priorities as we work to gain momentum and grow post-pandemic. This means that the five directors elected for a one-year term at the last AGM will be put forward again for election this year. In 2023, we expect to have a number of spots open for election, as there will be six Directors completing their first three-year term plus five elected for one-year terms.

The various Board Committees have been active now for approximately two years. Each of the Committees has contributed to the effective operation of the Board and to significant improvements in our governance processes. The Board believes that an effective committee structure is key to strengthening our governance practices. Recently, the Board initiated a review of the Committee structure and the various Terms of Reference, with a focus on continuously improving the effectiveness and efficiency of our overall governance and operations.

Over the year, the Board has continued to move forward on its **diversity, equity and inclusion (DE&I)** initiative. In addition to training for the Board and staff, the Governance & Nominating Committee has taken the lead in developing a DE&I strategy. This strategy is meant to articulate our call to action to advance DE&I in our organization by embedding it in our operational activities and our membership. The vision for DE&I, as proposed by the Committee, positions Family Enterprise Canada to create an inclusive and equitable environment within our organization and membership, reflective of the membership of our organization and the diverse communities in which our members do business.

Our DE&I Vision Statement reflects what we aspire to achieve.



OUR SUPPORTERS



A heartfelt Thank You for all our amazing **Community Ambassadors, Family Enterprise Canada Board members, Family Enterprise Foundation Board members**, and our Committee and Council members who contribute their time, expertise and enthusiasm to making this such a great community for us all. We couldn't do it without you!

We would like to continue to express appreciation for our Founding, Legacy and Charter members for your financial support of our community. Your commitment and dedication to our purpose, vision and strategy has enabled us to invest in growing the family enterprise community across Canada.

FOUNDING MEMBERS

James A Burton & Family
BMO Wealth Management
David C. Bentall and
Next Step Advisors Inc.
Nicola Wealth
PPI
TD Wealth
Allen S. Taylor & Family

LEGACY MEMBERS

Northland Wealth Management
Alec G. Henley Group
William H. Sheffield
WCD

CHARTER MEMBERS

KPMG Enterprise
Groupe M. Bacal Group
ITI Financial Inc.
WealthCo.
Sirius Financial Services
Flanagan Foodservice
Overbay
Trella

SUPPORTING OUR COMMUNITY AND OUR WORK



PLEASE SUPPORT FAMILY ENTERPRISE FOUNDATION

Every dollar is matched 1:1

SCAN HERE

to go to our matching program



or go to
bit.ly/GivetoFEF
and click **DONATE NOW**

KNOWLEDGE • RESEARCH • COMMUNITY
FamilyEnterpriseFoundation.org

Matching Funding Program

We have begun an ambitious fundraising campaign to raise \$1,000,000 by December 2022. To kick off this campaign, a **generous donor within our family enterprise network has donated \$150,000 and has offered to match donations from other members** of our community up to a total of \$450,000. We're grateful to those who have stepped up so far. Now it's your turn to **help!**

Making an Impact Through Alliance Membership

The family enterprise community needs the support of its key stakeholders now more than ever! Professional advisors, financial institutions, corporations and firms that work closely with business families have a role to play in supporting their growth and prosperity. Thank you to our Family Enterprise Canada Alliance Members! Your support helps us with our work to empower the family enterprise community.



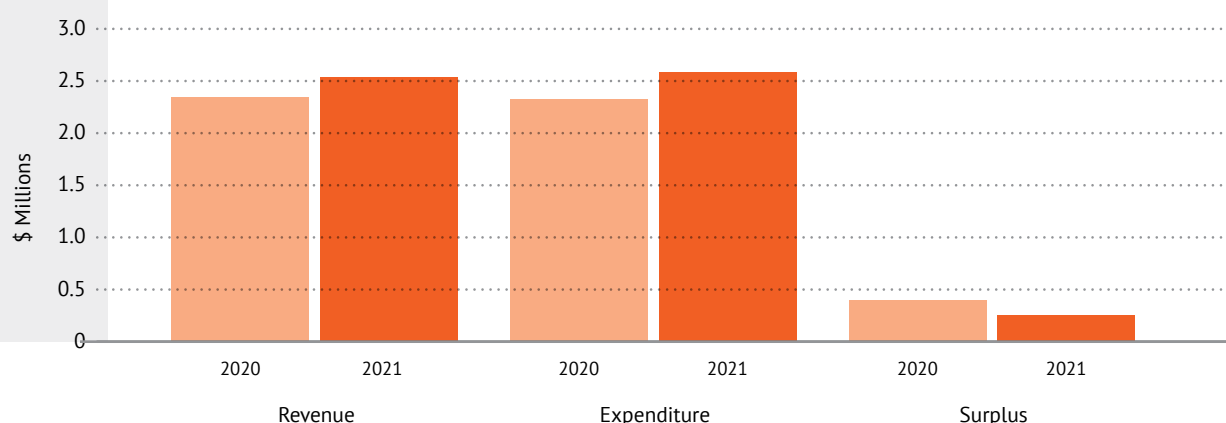
FINANCIAL UPDATE

The audited financial statements of Family Enterprise Canada for the year ended December 31, 2021, are included in the AGM package. The financial results for 2021 remained positive primarily due to the continued support from Federal Government COVID subsidy programs. For the year ended December 31, 2021, we reported a surplus of \$271,116 compared to a surplus of \$424,500 for the previous year. COVID subsidies received in those years were \$346,433 and \$422,800 respectively, which clearly provided financial stability through the pandemic years 2020-2021.

Revenue for the 2021 fiscal year (excluding COVID subsidies) was \$2,539,400, compared to \$2,349,000 the prior year, an increase of \$190,400 or 8.1%. Expenditures for the year were \$2,614,800 compared to \$2,347,400 in 2020 which was 11.4% higher. The most significant increase in the year was in administrative expenses which can be attributed primarily to a higher burden related to shared resources with the Foundation reflecting the reduced activity and revenue in the Foundation during 2021, as well as certain one-time costs for replacement staff for family leave and recruitment fees.

As of December 31, 2021, our cash position has remained stable at approximately \$650,000, improving slightly from the end of 2020 (\$529,400). With the inflow of government subsidies during the year and careful management of expenditures, we were able to improve our overall financial position year over year.

For 2022, our budget anticipated a tighter financial situation as we emerged from the pandemic and adjusted for the elimination of COVID subsidies. Actual results to June 30, 2022, show a deficit of approximately \$23,000 on total revenues of \$1,673,200. Compared to budget, we are tracking behind for the first six months of the year by \$155,000 primarily as a result of a shortfall in revenues. However, we are actively reviewing our plans for the second half of the year and will be taking action to mitigate any further financial shortfall in the coming months.





FamilyEnterprise.ca