

Notice of Annual General Meeting

Notice is hereby given that the Annual General Meeting (“AGM”) of the members of **Family Enterprise Canada** is called for and will be taking place on Tuesday, the 13th day of September 2022 commencing at 2:00 pm (EDT). The Meeting will be held virtually via Zoom.

Voting instructions and other explanatory information on the matters to be considered accompany and form part of this Notice of Annual General Meeting.

Agenda

1 Opening Remarks

Susan St. Amand, Board of Directors Chair

2 Annual Business Report

Bill Brushett, Family Enterprise Canada President & CEO

Brian Henley, Audit and Finance Committee Chair

To receive the Annual Report of the Corporation highlighting past activities and future plans. In addition, to receive updates on finances and the financial statements of the Corporation for the financial year ended 31 December 2021, and to appoint the Auditors of the Corporation for the ensuing year.

Resolution 1: RESOLVED, that Henderson Partners LLP be appointed as auditors for the 2022 fiscal year and that the Directors be authorized to fix their remuneration.

3 Election of the Board

Naim Ali, Governance and Nominating Committee Chair

To receive an update on governance matters and elect Directors of the Board.

Resolution 2: RESOLVED, that the following current Directors of Family Enterprise Canada Board be elected for a one-year term until the following Annual General Meeting: Brian Henley, Margaret-Jean Mannix, Michelle Osry, Susan St. Amand, and Allen Taylor.

Note: *The following Directors will continue the third year of their first term as elected in 2020: Naim Ali, Julia Chung, Keita Demming, Karen MacDonald, and Janie Provencher-Blais; and the following Directors will continue the second year of their first term as elected in 2021: John McFall, Lianne Ulin, and Rob Velan. After giving effect to the foregoing, the Board will consist of the following persons: Naim Ali, Julia Chung, Keita Demming, Karen MacDonald, Janie Provencher-Blais, Brian Henley, Margaret-Jean Mannix, Michelle Osry, Susan St. Amand, Allen Taylor, John McFall, Lianne Ulin and Rob Velan.*

4 Other Business

To transact such other business as may properly be brought before the meeting and conduct a “Question and Answer” session.

5 Adjournment

Registration

Registration is required for members who intend to participate in the Meeting. To register (if you have not already done so) and receive a confirmation email, please [click here](#). Additional details for system requirements and Zoom instructions can be found [here](#).

Voting

Entitlement to attend and vote

All current Family Enterprise Canada members are invited to participate in the AGM, including in the case of a Family Membership, all active additional family members.

Only members in good standing, at the close of business on the 22nd day of July 2022, are entitled to vote through submission of the [Member Voting and Proxy Form](#). Each Family Enterprise Canada Membership is entitled to one (1) vote. In the case of a Family Membership, there is one (1) vote per family, notwithstanding the fact that additional family members may participate in the Meeting.

Members who are expired on July 22nd but renew their Membership between the 23rd day of July and the 9th day of September will also be entitled to vote through submission of the [Member Voting and Proxy Form](#).

Appointment of proxy holder

Members are required to appoint a proxy holder to represent them and vote on their behalf at the AGM. The designation of your proxy holder is included in Section III of the [Member Voting and Proxy Form](#).

Appointment of representative

Any Family or corporation, which is a member, must appoint one (1) representative who may exercise on its behalf all its powers to **vote**. The provided [Member Voting and Proxy Form](#) will have a section for appointment of representative.

How to vote

Members shall vote in advance through electronic submission of the [Member Voting and Proxy Form](#). Please complete, sign, and submit the form, whether you intend to participate at the AGM or not. The form should be submitted electronically to AGM@familyenterprise.ca. To be effective, the **Member Voting and Proxy Form** must be received by the Corporation **no later than 2:00 PM (EDT) on Friday, the 9th day of September 2022.**

Votes will be confidential and will be tallied in the aggregate and presented to the Governance and Nominating Committee at the AGM by a scrutineer who will be appointed by the Board. The scrutineer will be required to sign an oath to maintain secrecy and confidentiality of the individual votes as per *Canada Not-for-profit Corporations Act* regulations.

Revoking or Changing a Vote

Members have the right to revoke a proxy or make changes as long as they submit a request in writing to AGM@familyenterprise.ca no later than 2:00 PM (EDT) on the 12th day of September 2022.

Documents

The following documents are available for members **electronically** until the Meeting is commenced on the 13th day of September 2022:

- (1) [Member Voting and Proxy Form](#)
- (2) [Annual Report](#)
- (3) **Audited Financial Statements**

Note: Members may obtain hard copies of the audited financial statements by sending their request to AGM@familyenterprise.ca. **Please note that these documents are confidential and intended for members only, and thus are not for distribution.**

Notes

Any member attending the Meeting has the right to ask questions. Questions can be sent ahead to AGM@familyenterprise.ca, or during the Meeting through the Zoom application.

Board Profiles

Current Board Directors

Naim Ali

Mr. Ali is the CEO of SM2 Capital Partners (“SM2”). SM2 is the entity that oversees the Ali Family Office and its related operating businesses. In 2010, Mr. Ali moved back to Calgary, from New York, to oversee the real estate portfolio under SM2. The portfolio includes commercial real estate and operating businesses, including parking lots (Calgary), hotels (US and Alberta), casinos and student housing (Ontario). SM2 has also made investments in residential real estate and senior housing projects and is continuously expanding across North America. Mr. Ali oversees the strategic planning of the Ali Family and is currently a Board Director for Fortress Insurance Company. He enjoys golfing, skiing, wake surfing, attending monthly TEC Group (leadership development) and Personal Advisory Group (PAG) meetings, and travelling with his family. Mr. Ali joined the Family Enterprise Canada Board of Directors in 2020 and currently serves as the Chair of the Governance and Nominating Committee. Mr. Ali lives with his wife and two children in Calgary, AB.

Julia Chung

Ms. Chung is currently CEO of Spring Plans, an advice-only financial planning firm. Ms. Chung grew up inside an entrepreneurial family with interests around the world. She began her career in financial services in 1997 and started her own entrepreneurial journey just a few years later. After a few decades of working with individuals, families, and businesses, providing increasingly complex advisory services, Julia gained her FEA designation in 2013. Since then, she has had the great opportunity to work collaboratively with many members of the FEA community, and volunteer within Family Enterprise Canada on various committees, including the FEA Council. She joined the Family Enterprise Board of Directors in 2020. Ms. Chung currently lives in Surrey, BC.

Keita Demming

Mr. Demming (PhD) is the Director of Innovation and Development at The Covenant Group, a Toronto-based consulting firm focused on educating and coaching entrepreneurs throughout North America. He is responsible for all aspects of development and quality assurance with a focus on leveraging technology and user experience design to bring value to program offerings and maximize client experience. This includes from-the-ground-up development of the *Coach-on-the-Go* performance platform, an online coaching system that acts as a virtual coach for entrepreneurs and business builders. Mr. Demming has extensive Canadian and international experience, working in a variety of uniquely designed leadership development programs, many with a multi-cultural theme. As a family member and the only G2 member in the business, Mr. Demming is poised to head The Covenant Group over the next 5 to 7 years. Mr. Demming joined the Family Enterprise Canada Board of Directors in 2020. He and his family live in Toronto, ON.

Karen Macdonald

Ms. Macdonald is the Executive Director of Viewpoint Group where she provides management and strategic oversight for a family office, private foundation and an operating business. Her interest in supporting business families comes from a lifetime of involvement in this sector. Ms. Macdonald has first-hand experience growing up as a third-generation member of a family business where she developed an interest in advising and working with other family enterprises. Ms. Macdonald’s past experience and current role have equipped her with knowledge and skills in all facets of a family enterprise including business operations, philanthropy and family continuity planning. She is a Chartered Professional Accountant and a designated Family Enterprise Advisor. She joined the Family Enterprise Canada Board of Directors in 2020. Ms. Macdonald and her family currently live in Calgary, AB.

Janie Provencher-Blais

Being raised in a small family business, and being the daughter of entrepreneurs, Ms. Provencher-Blais has a unique understanding of entrepreneurs and family businesses. She currently works as a vice president at RBC Wealth Management, covering Eastern Canada, and is based out of Quebec City. Ms. Provencher-Blais is specialized in advising family businesses and ultra-high net worth clients in their estate and continuity planning. She is a Chartered Professional Accountant, a Financial Planner, and holds a master's degree in law (Taxation) and a certificate in Law. Ms. Provencher-Blais is passionate about teaching and is currently a lecturer for the accounting program at Université Laval. She completed the FEA Program in 2020 and joined the Family Enterprise Canada Board of Directors the same year. Ms. Provencher-Blais lives with her family in Quebec City, QC.

John McFall

John is a third-generation member of Burnbrae Farms family business, a leading Canadian producer, processor and marketer of eggs and egg products. John worked in various positions in the consumer-packaged goods industry in both commercial strategy and account management. In 2019, he took the role of National Account Manager at the family business. John is also part of the Hudson Family Council, where he leads three sub-committees. He has a Bachelor of Arts and obtained various training certificates in sales, data analysis and finance. John lives with his family in Toronto, Ontario.

Lianne Ulin

Lianne is a second-generation member of M Bacal Group, an insurance brokage firm established in 1981. Lianne joined the company in 1998, and has since worked in various positions, most recently in 2018 as the Vice President of Finance and Administration. She is also involved in several non-profit organizations including the International Women's Forum and the Ile Perrot Minor Hockey Association. Lianne has a degree in philosophy and ethics and obtained various certificates and designations in the insurance industry. She received her FEA designation in 2018 and has been an ambassador for the FEC community since 2020. Lianne currently lives with her family in Montreal, Quebec.

Rob Velan

Rob is a third-generation member of the Velan Inc. family business, a global manufacturer of industrial valves that was founded in 1950. He joined the company after completing a BCom at Queen's University. Then, after finishing an MBA at Cornell University and six years in management consulting, Rob re-joined the family business in 2004. He is currently Executive Vice President and running the company's international operations. He was appointed as Board Director in 2013 and nominated to Vice-Chairman in 2020. Rob holds the ICD.D designation and has also served on various non-profit Boards. He and his family live in Montreal, QC.

Current Board Directors to be elected for a one-year term

Brian Henley

Mr. Henley is the President of Alec G. Henley Group, a family owned and operated independent employee benefit and financial advisory consulting firm based in Newfoundland and Labrador. He has served on several Boards, including the Board of Directors of the Bank of Canada, the Financial Advisors Association of Canada and is a past Chair of Conference for Advanced Life Underwriting (CALU). Mr. Henley is knowledgeable and passionate about family businesses and their advisors. He is a certified Financial Planner and a designated Family Enterprise Advisor. Mr. Henley lives in St. John's, NL and has been a Board member since 2017.

Margaret-Jean Mannix

Ms. Mannix is currently Chair of Loram 99 Corporation, a private family office located in Calgary, AB. She is engaged in various levels of governance roles within her family enterprise, including Chair of the family foundation and past Board member of the holding company for their operating entities. Ms. Mannix has been involved in the field of family enterprise for over 25 years. She currently serves as Board Vice-Chair of Family Enterprise Foundation and has been a member of Family Business Network (FBN) since 1999. Ms. Mannix is the past Chair of Institute of Family Enterprise Advisors (IFEA) and joined the Canadian Association of Family Enterprise (CAFE) Board in 2011. She is one of the founding Board members of Family Enterprise Canada. She and her family live in Calgary, AB.

Michelle Osry

Michelle works with business families and family offices worldwide as an advisor and facilitator, supporting them through periods of transition and advising on matters related to family governance and family engagement. Michelle draws from a broad range of disciplines and practices, blending systems thinking with traditional consulting frameworks, to help families navigate the complexities of wealth and family dynamics. In her role, Michelle works with families to define their goals and establish the structures, processes and relationships to achieve both family well-being and business success.

Holding BCom, BCom (Hons) and Post-Graduate Diploma (Accounting) qualifications, plus C.A., UK Securities Dealer and Family Enterprise Advisor certifications, Michelle today leads Deloitte Canada's Family Enterprise Consulting practice. She is a member of the boards of Family Enterprise Canada and SeeChange Initiative, and of Perimeter Institute's Emmy Noether Council, fostering women in theoretical physics.

Susan St. Amand

Susan is an experienced director and board chair, a recognized leader with a strong emphasis on strategy, governance, succession/continuity planning and risk management. She is a strong facilitator, consensus builder and creative collaborator where interconnected systems intersect. As Past Chair of more than a half dozen national, professional, regional, and local boards, not for profit, charitable and private for-profit corporations and professional associations, Susan has a broad, cross sectoral network throughout Canada.

Susan has also chaired more than a half dozen CEO search committees, provided oversight on financing for complex infrastructure projects, and chaired several committees including nominating, governance, infrastructure and HR committees. She is a strong contributor on audit and finance, risk, policy, investment and impact investment committees.

In addition to Susan's extensive board work, she is a third generation entrepreneur. Susan's entrepreneurial endeavors include: President and CEO of The Sirius Group Inc., specializing in continuity planning for family enterprise; operating Sirius Financial Services, specializing in life and disability insurance; and the President and CEO of the James A. Burton and Family Foundation.

Susan is the inaugural executive in residence for the Family Enterprise Legacy Institute at the University of Ottawa.

Allen S. Taylor

Mr. Taylor is the Director of Special Projects with Taylor Walraven Canada Limited, a newly formed family enterprise partnership with roots going back to 1942. Being involved in a multi-generational family owned and controlled business, Mr. Taylor has extensive knowledge and experience in the field. He is passionate about the



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success of Canadian family enterprises and served as Chair and as a Board member of the Canadian Association of Family Enterprise (CAFE) for over 18 years. He was the founding Chair of Family Enterprise Canada and is currently an advisory Board member for three business families operating in North America and Europe. Mr. Taylor lives in Burlington, ON and currently serves as a member of the Family Enterprise Canada Board of Directors.