



FAMILY
ENTERPRISE
CANADA



FAMILY
ENTERPRISE
FOUNDATION

2022-2023 Annual Report

CONTENTS

- 1. A Message From Our Board Chairs..... 3
- 2. A Message From Our CEO..... 5
- 3. Highlights of 2022-2023..... 6
 - a. Connecting Our Community..... 6
 - b. Learning Together..... 8
 - c. Growing Our Community, Knowledge, Skills and Legacies..... 9
- 4. Governance Update..... 10
- 5. Financial Update..... 11
- 6. Our Supporters..... 12
- 7. About Us..... 14



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.

A MESSAGE FROM OUR BOARD CHAIRS

As the Board Chairs of Family Enterprise Canada (FEC) and Family Enterprise Foundation (FEF), we are honoured to present the 2022-2023 Annual Report. Our joint endeavors – rooted in the themes of connection, learning and growth – have demonstrated the relentless spirit of Canadian family enterprises and their advisors, a journey we are inspired and proud to have shared with you.

Throughout this year of post-pandemic recovery, we have harnessed our shared passion for continuing to build a resilient, vibrant community of family enterprises and specialized family enterprise advisors. Our collective action and solidarity speak to the privilege we have to serve this community and the limitless opportunities for learning, collaboration and growth.

The pandemic tested us, but we found strength in adversity, transforming it into an opportunity to grow stronger together. We were finally able to meet in person, reinforcing bonds and uniting under our common banner. The team at FEC and FEF have been instrumental in developing new peer groups and mentorship programs, and connecting our NextGens to the global Family Business Network.

Our academic partnerships have grown more robust, and we are grateful for the enriched collaborations with the Alberta Business Family Institute at the University of Alberta, the Family Enterprise Legacy Institute at the University of Ottawa, UBC's Sauder School of Business, Ivey Business School and others. Our Board members, academic leaders and staff have worked tirelessly to upgrade existing programs, launch innovative new ones and expand into new arenas of growth.

This year, we witnessed the impactful power of collaboration with a unique NextGen retreat in partnership with the Family Enterprise Legacy Institute at the University of Ottawa.

Further partnerships with other leading institutes have not only reinforced our belief in the power of collaboration but also opened the door to other opportunities.

What an inspiring time we had at the Family Enterprise of the Year Award evening, won by the deserving Page family for DriverCheck, an inspiring example of the incredible contributions family enterprises make to both their local communities and to Canada's national economy.

Our focus on family-centric content has drawn global attention, with unique educational journeys attracting families worldwide. Our thanks and recognition go to our FEC and FEF research and academic teams for their commitment, energy and drive to uncover empirical evidence that deepens our knowledge of family enterprise in Canada.

We are immensely grateful for the inaugural Matching Funds program initiated by the James A. Burton & Family Foundation in support of Family Enterprise Foundation. Our hope is that we will continue to encourage and enable further contributions to support crucial research and the development of innovative programs specific to family enterprise.

Feedback from our community and attendees at the 2023 Symposium and 2022 Families Summit of Minds was overwhelmingly positive. As one family participant at Families Summit of Minds in Banff recently stated, "I don't know why it took so long for our family to attend!"

Our newly established peer groups for Family Enterprise Advisors (FEAs) and the Mentorship Program for NextGen members are other achievements of which we are proud.

Our *Let's Talk Family Enterprise* podcast and various webinars have been highly popular and beneficial for our community, as well.

As we move forward, our Boards aim to maintain a balanced representation, with an equal split between family enterprise members and certified Family Enterprise Advisors at FEC, and Family Enterprise members on the Foundation Board. We are committed to improving our governance by diversifying our cultural, geographic and skill set representation. We extend this commitment to our recruitment of new members within our FEC community, but also as Directors on both our Boards.

A major priority is ensuring that both FEC and FEF are actively dedicated to diversity, equity and indigeneity, and that this commitment continues to deepen. Our 2023 Symposium, featuring Indigenous leadership, and attended by equal parts by Family Enterprise members and Family Enterprise Advisors, underscored our commitment to recognizing and embedding these values in all that we do.

We extend our heartfelt thanks to everyone: Board Members, Community Ambassadors, Family Enterprise Advisors, staff, our Family Enterprise member community, our research collaborators and all our affiliates. Your unwavering commitment and tireless efforts are the pillars upon which family enterprise in Canada stands.

This year, we've proven our capacity to transform adversity into strength. As we look to the future, we carry forward this spirit of resilience, unity and growth.

Thank you for standing with us, and here's to the future we will build together.

Family enterprise matters, and together we make a positive, sustainable impact in Canada.



Susan St. Amand
Board Chair, Family Enterprise Canada



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



A MESSAGE FROM OUR CEO

I believe we have made significant progress in our community since our 2022 Annual General Meeting. You can really feel the energy, excitement and engagement building! This is really encouraging for me and for our team, as we have been focused over the past year on intentionally building a welcoming community where all our members can connect, learn and grow together.

Connect, Learn and Grow: These are the three critical elements of our value proposition to all our members. Connecting with peers who share similar experiences is proven to be a very valuable tool and activity in many aspects of both life and career. Our FEC community is a dynamic network of business families and Family Enterprise Advisors which fosters genuine connection with others in a non-competitive, safe space. Learning together provides us with the capacity and resilience to navigate through challenges and seize opportunities to grow, both individually and as a family, creating a legacy for future generations. In this Annual Report, you will see many examples highlighting activities and programs that nurture and promote connecting, learning and growing in our community.

The great progress made over the past year is a direct result of the amazing work and passion of our dedicated FEC Team and our Community Ambassadors. They provide the energy, inspiration and leadership that make our community so special. On behalf of our whole community, I want to thank them all for their tremendous contributions and commitment over the past year. I would also like to express my gratitude to our Board Directors for the guidance and support you provide to our team, and to the entire community.

Finally, I would like to say to all our Members: This is your community. It's as strong and as engaging as you want it to be. I encourage you to connect with your peers, share your experiences and knowledge, and help us continue to build a strong, vibrant community across Canada.



Bill Brushett FCPA, FCA, FEA
President and CEO, Family Enterprise Canada
President and CEO, Family Enterprise Foundation



HIGHLIGHTS FROM 2022-2023



Connecting Our Community

Creating opportunities for the community to get together again in person has been a priority for the past year. Our community is a network built for belonging, where our members can connect, learn and grow in a safe, welcoming environment. Some examples in our community include:

Families Summit of Minds 2022 in Banff, Alberta, November 18-20. Families Summit of Minds combined high-level thinking, access to an exceptional network and mind-stretching conversations in an informal atmosphere defined by mutual trust. Unique in its connection to nature, the Summit showcased a compelling program and was an opportunity for business families to network. Be prepared to be inspired again by the great program for **Families Summit of Minds 2023** in Mont Tremblant, Quebec from October 13-15.

Family Business Symposium 2023 in Ottawa, Ontario, May 29-31. Attendance was high at Symposium 2023, and the feedback was very positive. The connecting and sense of community could be felt throughout the event. Symposium, which is our signature conference for the family business community, incorporated dynamic keynote speakers, interactive skill-building workshops, family

stories and engaging panel discussions; a truly safe environment for everyone to connect and learn together. Symposium 2024 has already been announced for May 27-29 in Calgary.

NEW NextGen Retreat in Ottawa, Ontario, May 28-29. Our rising generation of leaders are true role models for our community in terms of building long lasting relationships and an active community. The pre-Symposium NextGen retreat was a first for us and a major success based on the participants' feedback.

NEW FEA Peer Groups. The launch of the FEA Peer Group Program has been very successful. This is a great program for FEAs to meet and stay connected with peers who share their passion for family enterprise and lifelong learning. We currently have over 80 FEAs participating in nine groups, and this program continues to grow as more FEAs recognize the value of the peer group experience.

NEW Connecting Family Enterprise Series (2022-2023). Over this past year, we launched a series of regional “Connect” events. To date, we have hosted successful events in Alberta, Ontario and British Columbia. In the fall, we will be back to **Alberta** and then off to Montreal in November.

Family Business Tours. A true favourite in our community, we are really pleased to see these tours back across the country. This past year, nine families opened their doors, shared their stories and hosted tours of their facilities. Thank you to the families of Cask Global Canning Solutions, Flanagan Foodservice, Doortech Mfg

& Dist. Ltd., Lowe-Martin Company Ltd, And-Co, Velan Inc., Burnbrae Farms, Gorman Bros. and ABC Recycling for sharing with our community.

Family Enterprise of the Year Awards (FEYA) 2022. Our annual celebration recognizes and promotes the achievements of Canadian family businesses and the considerable contribution they make to their local communities and our national economy. Cove Continuity Advisors, DriverCheck Inc. and Vesta Wealth Partners Ltd. were recognized as Regional FEYA Recipients, and the National Family Enterprise of the Year Award was presented to DriverCheck Inc.



*Page Family of DriverCheck Inc.,
National Family Enterprise of the Year Award 2022 Winner*



*National Family Enterprise of the Year Finalists:
Vesta Wealth Partners Ltd (Fortmuller Family), Cove Continuity Advisors (Geiss Family) and DriverCheck Inc. (Page Family)*



Learning Together

One of the strategic pillars of our community is learning, with the priority for 2023 to embed learning in all our events and activities. Some highlights of the year related to this pillar include:

NEW FEA Program Delivery Model. We have introduced a blended delivery model for the FEA Program, which combines the benefits of in-person and online learning to enhance the experience for participants. One of the highlights of the new model is FEA Forum in October, where all cohorts will come together in person to connect, learn and start building their FEA network.

NEW Learning Journeys. Using the great content in our growing [Resource Centre](#), we have created a series of “mini learning journeys” based on key topical areas that represent common pain points in family enterprise. These learning journeys are all available online and provide quick and easy access to our best educational resources.

NEW Continuing Education Workshop. Designed specifically for our FEA community, our new [Integrating FEA Into Your Practice](#) workshop is about strengthening an advisor’s approach to working with business families.

This full-day workshop provides a refresh on existing tools and resources as well as some new tools, techniques and approaches to sharpen your advising skills.

NEW Compass for Entrepreneurial Families Course. Navigating through family, business and ownership issues is a rewarding but challenging process that can be aided by expert advice, theoretical grounding and practical tools. An in-person one day workshop, [Compass for Entrepreneurial Families](#) was developed based on the experience and expertise of family business owners and scholars to provide business families with a better understanding of fundamental, contemporary concepts in family business.

NEW Certification Course. Family enterprises do not exist in a vacuum. They are embedded in society, the economy and our environment. In today's world, how a business addresses emerging social and environmental issues can have a significant impact on their short and long-term success. Our new certification course, for FEAs and family business leaders alike, is a leading edge program developed by global subject matter experts and provides family enterprise leaders and their advisors

with strategic frameworks and practical tools to address today's most pressing issues.

NEW LMS System. In early 2023, we implemented a new learning management system (LMS), Brightspace by D2L, to deliver all advisor education programs. This new LMS will provide a modern platform to support delivery of all courses and modules, as well as a welcoming environment for all for participants to interact and learn.

Growing Our Community, Knowledge, Skills and Legacies

A Vibrant, Growing Community. Our community makes us stronger and brings even more opportunities to connect and learn together. Since the beginning of the year, we have welcomed 53 new family members (representing 22 new families) and 40 new FEA designates into our community.

NEW Research and Thought Leadership. Building on the excellent research projects of the past two years, our Foundation recently released *Preparing the Next Generation: A Family Business Roadmap*. Based on interviews with Canadian next generation family members, this latest research report provides insights and practical guidance for preparing the rising generation for leadership and ownership roles.

NEW Intergenerational Succession Journey Map. Available on [our website](#), this interactive tool helps guide families through the key components of their succession process in all three circles: family, business and ownership.

NEW Family Business for Sustainable Development (FBSD). This year, we launched the [first-ever FBSD survey in Canada](#) which uncovered valuable insights into the environmental, social and governance (ESG) priorities of family businesses. The FBSD Committee also produced two Canadian case studies, promoted the Family Business Sustainability Pledge (a joint FBN and UNCTAD global statement) and presented various in-person and virtual events.



GOVERNANCE UPDATE

Over the past year, the Governance and Nominating Committee has continued to refine and enhance our governance processes, drawing on and implementing best practices for non-profit boards. Overall, we believe the Board and Board Committees have operated very effectively this past year, providing strong support and oversight of the organization, of management and to our community as a whole.

As part of our annual governance process, the Committee and the Board gave very careful consideration to our governance needs for the next twelve months.

Leading up to the Annual General Meeting (AGM), the Committee conducted a self-assessment and review process with all current directors. The outcome of this process was that the five directors completing their initial three-year term this year have agreed to stand for election for a second term. Four of the directors elected for a one-year term at the last AGM were also put forward again for election this year. With one long-standing Director who decided not to stand for re-election this year, and one vacant board position, the Committee recommended adding two new Directors to the existing slate of Directors.

We would like to acknowledge and thank Michelle Osry for her contributions to the Board and to the Family Enterprise Canada community over the past five years.

Her tremendous knowledge and insight on family enterprise has been very valuable to the Board, and she truly made an impact with her contributions.

Thank you, Michelle!



FINANCIAL UPDATE



Audited financial statements for the year ended December 31, 2022, were approved by the Board of Directors at our June 1, 2023 meeting. The statements are available upon request from our office.

Highlights from the 2022 fiscal year include:

- 2022 was a transition year for FEC as we moved away from the impact of the pandemic and government subsidies and back to in-person events.
- Revenue for the 2022 fiscal year increased by almost 20% to \$3,031,700.
- Expenditures for the same period also increased from the previous year to \$3,231,500 as the organization focused on investing in and rebuilding our community and program offerings.
- A significant contributor to both revenue and expenditure was the success of our two large in-person events last year: Symposium in Vancouver and Families Summit of Minds in Banff.
- The net result for the year ended December 31, 2022 was a deficit of \$202,801.
- Our cash position remained relatively stable at approximately \$612,850.

For 2023, our plan and budget reflect continued investment in two main areas:

- Building our community through membership growth; and
- Expansion of program offerings to the community.

Actual results for the first quarter of 2023 show a small deficit on total revenues of \$753,000. However, we are excited about the increasing momentum in the second quarter and are optimistic that we will see a strong second half of the year.

OUR SUPPORTERS

Founding Members

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

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

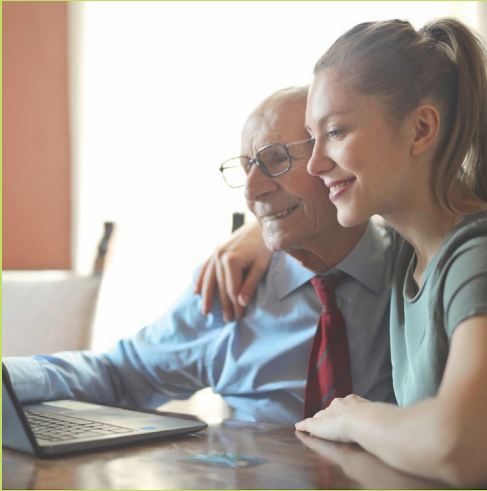
Thank you!

A heartfelt thank you to 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!



Supporting Our Community and Our Work



Matching Funding Program

We have an ambitious fundraising campaign to raise \$1,000,000 by December 2023. To kick off this campaign, a generous donor within our family enterprise network 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.



ABOUT FAMILY ENTERPRISE CANADA (FEC)

Family Enterprise Canada (FEC) is a national community, resource centre and learning hub for business families and certified Family Enterprise Advisors (FEAs). We empower families with the resources needed to navigate challenges and embrace opportunities unique to working with loved ones.

A network built for belonging, our members connect, learn and grow through dynamic social and educational events, intimate peer-to-peer advisory groups, one-on-one mentorship, online and in-person learning experiences and access to professionals who are specially trained in family business dynamics.

At FEC, we believe family businesses are essential to building a better tomorrow for Canada's communities and economy. Our role is to bolster their strength and foster their success.

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 (FEF)

Family Enterprise Foundation (FEF) is the charitable organization of Family Enterprise Canada. As the unified voice of family enterprise in Canada, FEF 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.

FEF continues to facilitate a deeper understanding of the significant impact that family enterprises have as economic drivers and stabilizing forces in every community across Canada.

To learn more, please visit FamilyEnterpriseFoundation.org