



NOTICE OF 2025 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 Friday, the 27th day of June 2025, 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

Naim Ali, Chair, Board of Directors

2 Annual Business Report

Steve Beauchesne, President & CEO

Karen MacDonald, Chair, Audit and Finance Committee

To receive the Annual Business 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 2024, and to appoint the Auditors of the Corporation for the ensuing year.

Resolution 1: RESOLVED, that **SB Partners LLP** be appointed as auditors for the 2025 fiscal year and that the Directors be authorized to fix their remuneration.

Resolution 2: RESOLVED, that the audited financial statements for the year ended December 31, 2024 are approved as presented.

3 Election of the Board

Susan St. Amand, Chair, Governance and Nominating Committee

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

Motion 1: That the membership accept the report of the Nominating and Governance Committee.

Motion 2: That the membership approve the appointment of the following new directors:

Gaye Moffett – *To serve as a Director for a three year term, renewable for an additional three years as a maximum.*



Dan Brintnell – To serve as a Director for a three year term, renewable for an additional three years as a maximum.

These candidates bring deep knowledge, strong governance experience, and a shared commitment to advancing the goals of Family Enterprise Canada. Their resumes are attached for review.

Departing Board Members

We extend our sincere thanks to all departing board members for their service. A special acknowledgment is due to Margaret-Jean Mannix, who will remain Chair of the Family Enterprise Foundation. Margaret-Jean has served as a volunteer director since before the organization's inception in 2017, and her leadership has been foundational to our collective success.

Thank you to Karen MacDonald for her years of service on the FEC board and her role as Chair of the Finance and Audit Committee.

The following Directors will continue in the second year of their first three year term Krista Rabidoux, and Liz McBeth.

The following Directors will continue in the third year of their first three year term as elected in 2023: Karen Alko and Gerry Meyer.

The following Directors will continue in the second year of their second three-year term Lianne Ulin, and Rob Velan.

The following Directors will continue in the third year of their second term as elected in 2023: Naim Ali, Julia Chung, Keita Demming, and Janie Provencher Blais.

The following Directors will be renewed for a one year term, Susan St Amand.

After giving effect to the foregoing, the Board will consist of the following persons: Naim Ali, Karen Alko, Dan Brintnell, Julia Chung, Keita Demming, Liz McBeth, Gerry Meyer, Gaye Moffett, Janie Provencher Blais, Krista Rabidoux, Susan St. Amand, Lianne Ulin, and Rob Velan.

Resolution 3: RESOLVED, that **Dan Brintnell** and **Gaye Moffett** be recommended for election as Directors of the FEC Board for a three-year term, effective June 27, 2025.

Resolution 4: RESOLVED, that **Susan St. Amand** be recommended for re-election for a one-year term, effective June 27, 2025.



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 and receive a confirmation email, please [click the link](#). 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 15th day of May 2025, 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, even though additional family members may participate in the Meeting.

Members who are expired as of May 15th but renew their Membership between May 16th and June 26th will also be entitled to vote by submitting 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 a 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 the appointment of a representative.



How to Vote

Members may vote in advance by submitting the Member Voting and Proxy Form electronically. Please fill and submit the form linked below if you wish to vote early, or to appoint a proxy.

To be effective, the Member Voting and Proxy Form must be received by the Corporation no later than Thursday June 26, 2025 at 2:00 pm (EDT).

Members may also vote live during the AGM through a voting form that will be distributed during the meeting.

Votes will be confidential and tallied in aggregate, then presented to the Governance and Nominating Committee at the AGM by a scrutineer appointed by the Board. The scrutineer will be required to sign an oath to maintain the 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 26th day of June 2025.

DOCUMENTS

The following documents are available for members **electronically** until the Meeting is commenced on the 27th day of June 2025:

- (1) **Member Voting and Proxy Form** [\[Visit\]](#)
- (2) **Audited Financial Statements** [\[Download\]](#)
- (3) **Annual Report** [\[To be made available here\]](#)

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; therefore, they are not to be distributed.

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 BIOGRAPHIES

Naim 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 manage the portfolio companies. The portfolio includes commercial real estate and operating businesses, including Budget Rent-A-Car of Calgary, parking lots (Calgary), hotels (under the Holiday Inn brand in the United States and Alberta), and casinos (Alberta). 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. Mr. Ali lives with his wife and two children in Calgary, AB.

Susan St. Amand is an entrepreneur and business owner who has worked with enterprising families for over 30 years. As a member of an entrepreneurial family herself, she has a deep understanding of the fundamental role that family businesses play across the national and international economic landscape. The Telfer School of Management is proud to have Susan as the inaugural Gordon Family Executive-in-Residence in Family Enterprise. Susan is an expert in governance and the immediate Past Chair of Family Enterprise Canada (FEC). In her role at FELI, Susan helped establish the Family Enterprise Legacy Institute (FELI) governance structures and works towards ensuring the Institute’s long-term sustainability. Passionate about providing stability and continuity from one generation to the next, Susan is particularly focused on the vital role of the next generation in family enterprise. Along with her work at FEC, Susan has chaired more than a dozen boards and served as a director on over two dozen, including the Ottawa Community Foundation, Ottawa International Airport Authority, CALU, the Ottawa STEP Chapter, and a private steel company. Additionally, as Founder, President and CEO of The Sirius Group Inc., Susan works directly with business and philanthropic families, developing and building strategic pathways and governance structures to help companies and families succeed.

Julia Chung is currently CEO of Spring Plans, an advice-only financial planning firm. Ms. Chung grew up in an entrepreneurial family with interests around the world. She began her career in financial services in 1997 and launched her entrepreneurial journey shortly thereafter. 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.

Lianne Ulin is a second-generation member of M Bacal Group, an insurance brokerage firm established in 1981. Lianne joined the company in 1998 and has since held various positions, most recently serving as Vice President of Finance and Administration as of 2018. She is also involved in several non-profit organizations, including the International Women's Forum and the Ille Perrot Minor Hockey Association. Lianne has a degree in philosophy and ethics and has 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.

Keita Demming (PhD) is the author of his recently published book, *Strategy to Action: Run Your Business Without It Running You*. He 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 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 experience in Canada and internationally, working in a variety of uniquely designed leadership development programs, many of which have a multicultural 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.

Rob Velan 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.



Karen Alko is a proud fourth-generation member of her family enterprise ABC Recycling, Western Canada's largest metal recycling company. With ten locations across British Columbia, Alberta, and Washington State, the business specializes in the recovery, processing, and recycling of metals. With a far-reaching network of strategic partnerships, they connect clients from Western Canada to customers worldwide. Karen directs and oversees all social responsibility, community relations, donations, and employee charitable campaign activities at ABC. She also directs and supports the family enterprise development activities and is a passionate advocate for the growth and well-being of family enterprise.

Krista Rabidoux With over two decades of experience in US-Canadian cross-border tax planning and experience with executive and leadership coaching, Krista brings a comprehensive understanding of family enterprise strategies. Krista is dedicated to the successful transitions of family businesses and the development of leadership and teams. In addition to advising others, Krista comes from a long line of entrepreneurs and utilizes the skills she learned working in her family's businesses to lead the Alberta practice as a partner at Andersen LLP. Beyond the technicalities of tax laws, Krista focus is empowering leaders and preparing the next generation to excel. Combining financial insight with leadership development offers a well-rounded perspective to any board.

Gerry Meyer is the founder of Meyer Advisory Group. He is a highly experienced leader and enabler of organization effectiveness and transformation with 36+ years as an HR practitioner, consultant, and advisor. He provides trusted, authentic and value-based leadership across a diverse range of business environments including public and private sectors, family enterprises, non-profit, real estate, high-tech and professional services industries. He advises on a broad range of business issues including HR and business strategic planning, executive/leadership recruitment, next generation development and succession planning, talent acquisition and retention, employee performance development and high potentials programs, executive compensation and total rewards, and business and family governance. His experience encompasses multiple business cycles in different industries including upswings and downswings – seeing both growth and recessionary markets and addressing the realities of each. Gerry holds a CPHR (“Chartered Professional in Human Resources”) and FEA (“Family Enterprise Advisor”) designation as well as a Bachelor of Economics and Labour Relations from Carleton University.



Liz McBeth is the second-generation President of 50+ year old family business, Armour Valve. A strong proponent of corporate social and environmental responsibility throughout her entire career, Liz's purpose and sustainability journey kicked into high gear when she took on the role of president in November 2019. She continues to drive Armour Valve's sustainability initiatives and pivot to purpose: "To transform infrastructure for a healthy, thriving planet". This purpose-led repositioning of the business focuses on supporting clients through the global Energy Transition sustainably and equitably while modelling responsible social and environmental practices. A founding member and current Chair of the FEC's Impact Committee (formerly the Family Business for Sustainable Development (FBSD)), Liz also serves on the Canadian Purpose Economy Project's (CPEP) association initiative. She looks forward to helping FEC members amplify the good they do through their business and family, and to doing her part to promote the value of FEC to family businesses across Canada.

Janie Provencher Blais, having been raised in a small family business and the daughter of entrepreneurs, possesses a unique understanding of entrepreneurs and family businesses. She currently serves as a vice president at RBC Wealth Management, covering Eastern Canada, and is based in Quebec City. Ms. Provencher Blais specializes in advising family businesses and ultra-high-net-worth clients on their estate and continuity planning. She is a Chartered Professional Accountant and a Financial Planner, holding a master's degree in Law (Taxation) and dual certification from a family firm institute, as well as a certificate in Law. Ms. Provencher Blais is passionate about teaching and currently serves as a lecturer in 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 Trois-Rivières, QC.

New Board Directors recommended for election for a three-year term.

Dan Brintnell is located in Toronto, Ontario, Canada. Dan is responsible for client relationships across all Overbay Capital Partners investor channels, matching client objectives with private market solutions and services. Clients include pension plans, foundations, endowments, asset managers, family offices, business owners, HNW individuals and their professional advisors. OCP is a global private equity secondaries asset manager with an attractive track record. Through OCP, Canadian investors can access highly diversified, institutional-quality private equity portfolios with flexible minimums via a single allocation. Over his 35 years of experience, Dan held senior executive positions at Merrill Lynch, Cygnus Investment Partners, Dundee Wealth and his family's businesses. Dan has firsthand experience transitioning their family-owned business to the next generation and then involving third parties, including the benefits and complexities. He is actively involved with Family Enterprise Canada, lives in Oakville, ON, with his wife, Deb and has four children.



Gaye Moffett is the Founder, President, and CEO of GEM Health Care Services (established in 2011). This family-owned enterprise has provided private healthcare services in the Ottawa and surrounding areas, including Lanark County, since 1994. Gaye is transitioning ownership of this successful FE to her son Gavin. As a nurse entrepreneur, Gaye grew to business from one client to hundreds. In recent years, Gaye and her son Gavin have collaborated to increase revenues by over 50% year after year. Gaye and her family have been members for approximately 30 years, and she has attended a PAG for most of that time. Gaye has extensive governance experience, including chairing a not-for-profit activities association at her cottage lake and serving as a Board Director on the Ontario Home Care Association for 27 years in various capacities.