

A graphic featuring a white rectangular sign with rounded corners and a thin white border. The sign is orange and contains the text "2011 ANNUAL REPORT" in white, uppercase, sans-serif font. The sign is supported by two thin red vertical posts. Below the sign is a green, wavy, horizontal shape representing grass.

2011 ANNUAL REPORT

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2011 ANNUAL REPORT

[FROM THE PRESIDENT & CEO]



When I joined Tides Canada five years ago, it was an exciting but low-key organization doing good work in Canada. Our work wasn't about media profile or politics. It was about science. It was about inclusiveness. It was about balance. And it was about embracing an honourable tradition of philanthropy to help build a more just and sustainable world.

All that remains true today. But we are operating in a radically different time.

Then, we celebrated a landmark conservation agreement for the Great Bear Rainforest, Canada's Amazon. I proudly shared a stage with the federal Conservative minister of environment, the premier of British Columbia, First Nations, conservation group leaders and forest industry executives to announce a \$120 million partnership for sustainable development in and protection of part of the planet's largest intact temperate rainforest. It was a remarkable coming together of strange bedfellows: a living illustration of how Canada works better when Canada works together.

Today, amid the dismantling of environmental laws and streamlining of major project reviews, the country is increasingly polarized over oil sands and pipeline developments. The debate is cast in a 1980s vintage paradigm of "jobs versus the environment." It's an over-simplified and false trade-off for what is really a complex and important public policy issue. At Tides Canada, we believe it is important to ask hard questions of policy makers and corporate citizens about how our natural resources are developed and the impact of proposed projects on the environment and our communities.

Our Energy Initiative is bringing diverse - and often competing - stakeholders together in a thoughtful discussion about our energy future. By taking this approach - not only on energy issues but across the full spectrum of social and environmental challenges - we hope to play a role in helping the country move past polarization.

The issues we work on are complicated and require many voices and ideas to create solutions that really last. I hope that the more you know about Tides Canada, the more you will want to join our community of donors and doers.

This year's annual report includes a much greater level of detail on our grants and our sources of funding than in previous years.

We know it's not just what we do, but how we do it that matters. We are always striving to do better - to be more efficient, open and effective. Imagine Canada recently verified that we're on the right path by accrediting us under a new Standards Program that recognizes excellence in governance, management and transparency for charities and nonprofits.

Finally, to everyone in the Tides Canada community, both old friends and new allies, thank you for your support. Together we are building a stronger, more democratic Canada.

A handwritten signature in black ink that reads "Ross".

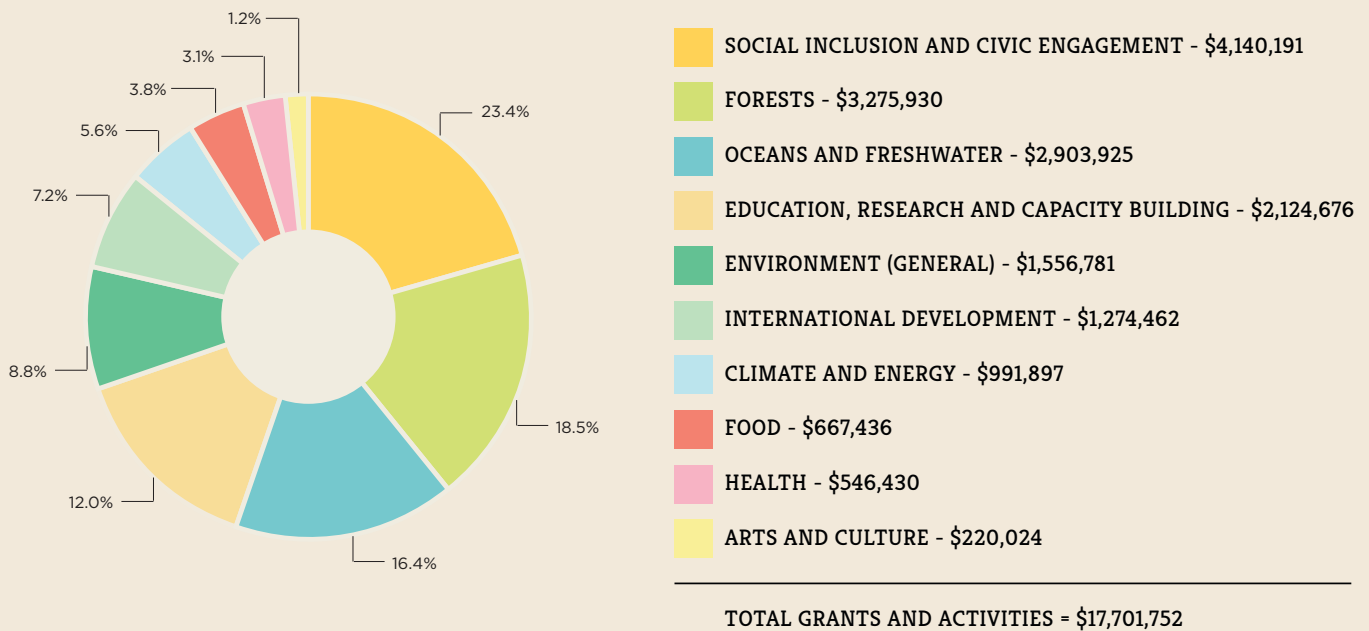
Ross McMillan, President & CEO

1. 2011 GRANTS AND ACTIVITIES

Tides Canada Foundation is a public foundation that makes grants and carries out program activities supporting social justice and the environment.

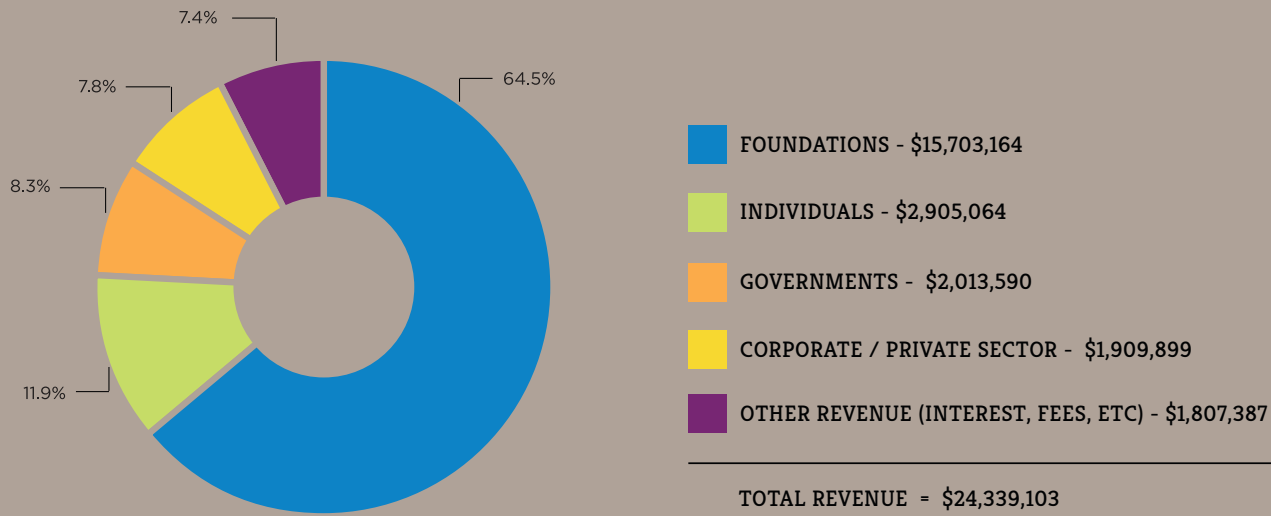
Tides Canada Initiatives is an operating charity with about 35 in-house projects. It also collaborates with third parties who help us achieve our mission.

For more details on our grants and activities visit: <http://www.tidescanada.org/annualreport>



2. 2011 REVENUE

We receive donations from a wide range of individuals and organizations who believe in our mission and want to help create opportunities for people in Canada and around the world to escape poverty, strengthen their communities and live on a healthy planet. They include charitable foundations, individuals, governments and businesses.



FOUNDATIONS

Charitable foundations are an important part of Tides Canada's community. With their donations, we support small and large social and environmental initiatives. By working with us, our foundation partners join non-profits, First Nations, governments, corporations and individual donors to address complex issues. Like many Canadian charities, foundations and think tanks, we receive donations from Canadian and international foundations.

For more information about our work with international funders visit: <http://www.tidescanada.org/annualreport>

INDIVIDUALS

In 2011, we received more than 4,700 donations from individual Canadians. We provide a donor advised fund model that enables individual donors a range of giving options including annual, long-term and endowment funds. We also offer collective giving funds for individuals to pool their gifts together with others to increase the impact of donations.

CORPORATE / PRIVATE SECTOR

We help businesses develop their charitable giving strategies without the hassle of setting up their own foundation. With a donor advised fund, companies can manage their employee donation and community investment programs, while benefiting from our staff expertise in social and environmental issues and charitable administration.

GOVERNMENTS

We partner with local, provincial and federal government agencies to lead and support solutions that integrate healthy economies and communities with strong conservation and social outcomes. Governments can access philanthropic and grassroots communities through our networks and can contribute to existing charitable initiatives that are creating social change.

OTHER REVENUE

Other income includes interest and investment income, expense recovery, etc.

3. 2011 FINANCIAL RESULTS

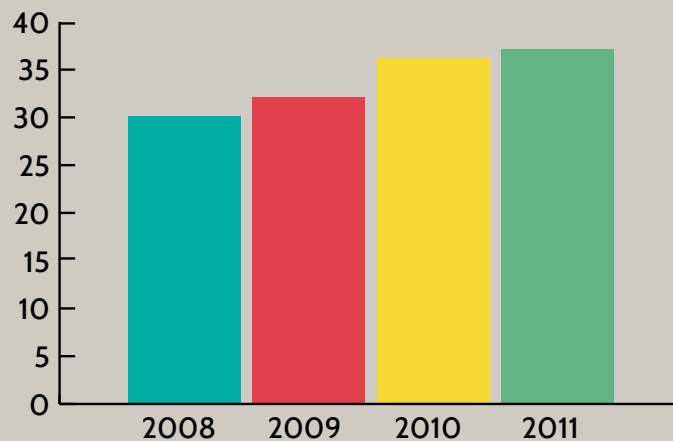
Tides Canada is home to Tides Canada Foundation and Tides Canada Initiatives Society. The following provides a summary of the combined 2011 financial results for Tides Canada.

ASSETS AND FUNDS

The total funds held by Tides Canada continued to grow in 2011, totalling \$37.4 million by year-end, an annual increase of 4%. These funds consist of donor advised funds, externally restricted funds, endowment funds and general operating funds.

Tides Canada maintains over 200 donor advised funds for granting to support environmental and social justice outcomes. The externally restricted funds are primarily for specific charitable activities.

ASSETS AND FUNDS (\$ MILLIONS)

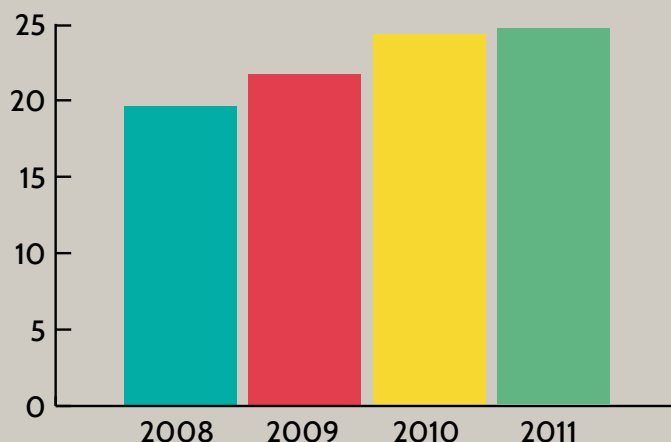


INVESTMENTS

Tides Canada invests its endowment, long term and other funds following socially responsible investment (SRI) principles outlined within its investment policy. Pooled funds are managed by independent investment firms.

Tides Canada's board Finance and Investment Committee monitors the performance of the investment managers and asset mix against benchmarks established in Tides Canada's investment policy.

INVESTMENT PORTFOLIO (\$ MILLIONS)



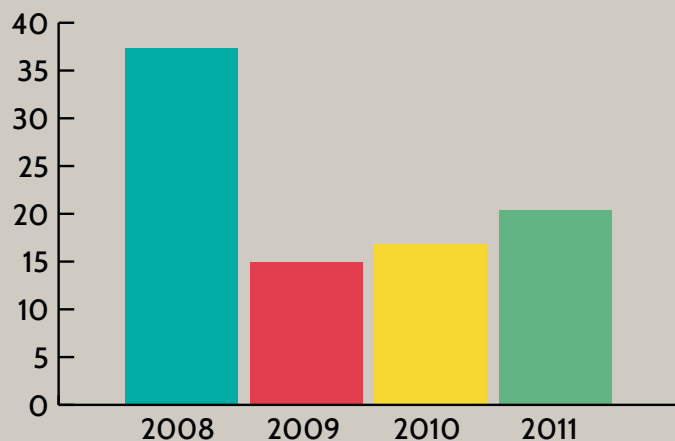
DONATIONS AND GRANTS

Donations and grants to Tides Canada continued to grow in 2011, totalling \$20.3 million for the year, an annual increase of 21.5%.

Donations and grants to Tides Canada generally fall into one of three broad categories.

The first are donations and grants via funding agreements for specific program activities. The second are unique one-time or periodic donations. The third are donations to one of the over 200 funds at Tides Canada.

DONATIONS AND GRANTS RECEIVED (\$ MILLIONS)

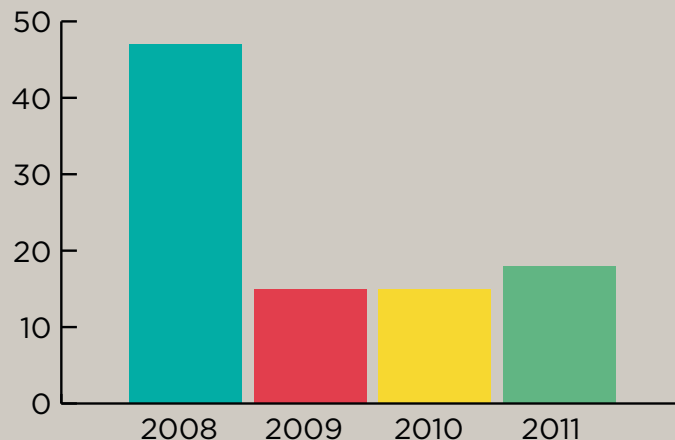


Note: The 2008 increase represents one-time contributions made to Tides Canada for the Great Bear Rainforest conservation financing partnership.

GRANTS AND PROGRAM EXPENDITURES

Grants and program expenditures continued to grow in 2011, reaching \$17.7 million. This represents an annual increase of 19%.

GRANTS AND PROGRAM EXPENDITURES (\$ MILLIONS)



Note: The 2008 increase represents one-time contributions made to Tides Canada for the Great Bear Rainforest conservation financing partnership.

OPERATIONS

Tides Canada is managed by a team working in our Vancouver and Toronto offices under the direction of the President & CEO. In addition to managing the donations to and grants from the organization, Tides Canada's staff manage and oversee 35 in-house projects across the country. These projects range from neighbourhood-scale social programs to national conservation efforts.

General and administrative expenses for 2011 totalled \$4.3 million, up from \$3.6 million in 2010 due to overall increased levels of revenues, grants and transactions.

TIDES CANADA
(Incorporated under the Society Act of British Columbia)
Combined Statement of Financial Position

	Year Ended December 31, 2011	Year Ended December 31, 2010
ASSETS		
Cash	\$ 6,820,002	\$ 3,647,740
Term deposits	2,397,352	6,383,484
Accounts receivable	757,438	446,403
Prepaid expenses	156,540	133,458
Investments	24,614,856	24,175,931
Donated assets	1,019,946	1,019,946
Loans receivable	1,767,429	367,978
Property and equipment	1,290,413	1,303,697
TOTAL ASSETS	\$ 38,823,976	\$ 37,478,637
LIABILITIES		
Accounts payable and accrued liabilities	\$ 822,273	\$ 892,227
Deferred revenue	-	30,000
Deferred capital contribution	645,400	737,600
TOTAL LIABILITIES	1,467,673	1,659,827
FUND BALANCES		
General	10,205,850	15,358,489
Externally Restricted	18,185,852	12,705,019
Endowment	8,964,601	7,755,302
TOTAL FUND BALANCES	37,356,303	35,818,810
TOTAL LIABILITIES AND FUND BALANCES	\$ 38,823,976	\$ 37,478,637

TIDES CANADA
(Incorporated under the Society Act of British Columbia)
Combined Statement of Operations and Changes in Fund Balances

	Year Ended December 31, 2011	Year Ended December 31, 2010
REVENUES		
Support awards and earned income	\$ 2,231,996	\$ 2,019,355
Other awards and donations	20,296,430	16,743,480
Investment and other revenue	1,807,388	1,269,099
TOTAL REVENUES	24,335,814	20,031,934
EXPENSES		
General and administrative	4,331,075	3,632,329
Loss on investments	34,589	4,891
Grant and program expenditures	17,701,763	14,891,027
TOTAL EXPENSES	22,067,427	18,528,247
Excess of Revenues over Expenses	2,268,387	1,503,687
Fund balances, beginning of year	35,818,810	33,286,042
Change in unrealized (loss) gain on investments	(730,894)	1,029,081
FUND BALANCES, END OF YEAR	\$ 37,356,303	\$ 35,818,810

4. PROJECTS



SOCIAL INCLUSION
AND CIVIC
ENGAGEMENT



OCEANS AND
FRESHWATER



FOOD



FORESTS



CLIMATE AND
ENERGY



EDUCATION,
RESEARCH
AND CAPACITY
BUILDING



ENVIRONMENT

From neighbourhood-scale social programs to national conservation efforts, our projects are doing some of the most innovative charitable work in Canada.



[SOCIAL INCLUSION AND CIVIC ENGAGEMENT]



AIDS-Free World Canada

Advocating for more urgent and effective global responses to HIV and AIDS.



ArtBridges

Advancing social inclusion through a national network and resources for arts in under-resourced communities.



ArtReach Toronto

Advancing youth social inclusion through access to artistic opportunities.
Photo by Derick Asante



Centre for City Ecology

Connecting community members to create shared visions for livable, vital and resilient neighborhoods in Toronto.



East Scarborough Storefront

Facilitating collaboration to support people and build community.



Frontline Partners with Youth Network

Ensuring that frontline youth workers in Toronto, as community healers and builders, are able to access support and training, reflection and advocacy, and information/resource sharing.



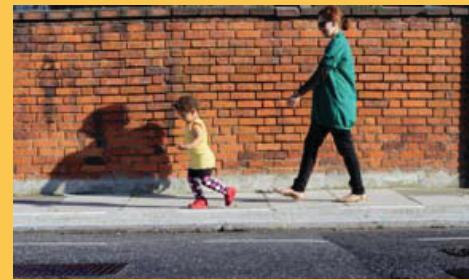
Halifax Initiative

Contributing to environmental, social and economic sustainability and equity by working through international financial systems and institutions.



Jane's Walk

Connecting people with their neighbourhoods and each other through free walking tours in cities around the world in a festival of urban literacy.



Scarborough Access Centre

Developing the framework to launch a 'one-stop' resource for women and children leaving situations of domestic violence in Scarborough.



Social Venture Partners Toronto

Helping individuals realize greater impact with their giving by pooling money and expertise to address the most pressing social challenges facing Toronto.



Toronto Park People

Advocating for better parks for all Toronto communities through neighbourhood engagement, networking local park groups, and pursuing issues affecting parks.

Photo by Kiril Strax



Urban Youth Riding Project

Developing the life skills of at-risk urban youth through riding and learning about horses.



[OCEANS AND FRESHWATER]



BC Marine Conservation Analysis

Supporting collaborative, science-based marine planning initiatives in BC.



Canadian Freshwater Alliance

Serving the needs of Canada's diverse community of water stewards in efforts to ensure all waters are clean and flowing across the country.



Forum for Leadership on Water

Convening decision makers and civil society to address Canadian freshwater security issues including policy development and access to safe drinking water.



Marine Planning Partnership for the North Pacific Coast
 Advancing marine planning in BC by supporting a collaborative First Nation and BC Provincial governments driven, science-based and stakeholder involved process on the North Coast of BC.



Oceans Initiative Marine Wilderness Project
 Conducting research on marine mammals in BC to estimate animal abundance and the impacts of human activities.
Photo by Jared Towers



Pacific Wild Initiative
 Encouraging long-term protection for marine and land based animals on BC's coast through research, education and public awareness.



[FOOD]



Canadian Biotechnology Action Network
 Promoting fair and safe food systems that protect our health, livelihoods, food and environment.



Farms at Work
 Promoting healthy farmlands in East Central Ontario including helping to keep farms in active production by supporting new farmers.



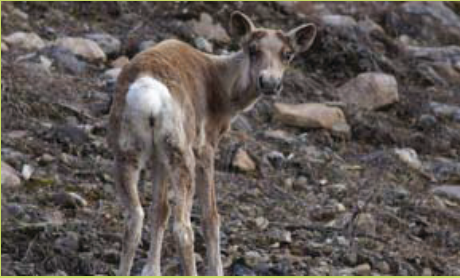
Not Far From The Tree
 Ensuring that fruit grown in Toronto isn't wasted but is picked, eaten, shared and enjoyed.



Sustain Ontario
 Building a just and sustainable food system through research, policy and action related to healthy food and farming.



[FORESTS]



Canadian Boreal Forest Agreement Secretariat

Coordinating joint implementation of a new collaborative model for sustainability and conservation, signed by 21 forest companies and nine environmental organizations and funders.

Photo by Wayne Sawchuk



Rainforest Solutions Project

Working with the BC government, First Nations and industry towards healthy ecosystems and healthy communities in the Great Bear Rainforest.



[CLIMATE AND ENERGY]



Canadian Youth Climate Coalition

Creating education and outreach tools and events to motivate young people to be part of the solution to the emerging climate crisis.



Reduce the Juice

Empowering youth with leadership opportunities to make positive changes in their own communities to reduce greenhouse gas emissions.



Tides Canada Energy Initiative

Accelerating Canada's transition to a clean-energy society by building bridges between industry, citizens, First Nations and governments to move solutions forward.



[EDUCATION, RESEARCH AND CAPACITY BUILDING]



Capacity Waterloo Region

Enhancing non-profit effectiveness through board training, access to an executive-in-residence and peer-to-peer management support.



Inner Activist

Helping change makers, leaders and activists be more effective leaders of social change through education.



Reel Youth

Encouraging young people, through film, to address the changes they envision for a just and sustainable world.



[ENVIRONMENT (general)]



Give Green Canada

Providing specialized tools and training to nonprofits and working with donors and advisors for a stronger and more resilient environmental sector.



Headwaters Initiative Project

Creating a more informed and connected community engaged in the conservation of BC rivers and awareness around the impacts of proposed developments.

Photo by Jennifer Astone



Island Conservation Canada

Delivering a science-driven approach to preventing extinctions and protecting island ecosystems.



Organizing for Change

Bringing together BC's leading environmental groups to develop more effective approaches to advancing environmental policy.



Rivers without Borders

Encouraging conservation-based planning in the transboundary watersheds of Canada and southeast Alaska.

5. DONOR ADVISED FUNDS

A donor advised fund at Tides Canada enables donors to support charitable activities and is a cost-effective and efficient alternative to setting up a private foundation or registered charity.



ANNUAL

Annual Funds enable individuals, families, and organizations to effectively manage their philanthropic giving over the short-term and support the causes they care about.



21st Century Literacies Fund
7th Generation Fund
Adobe Foundation Fund
Adobe Youth Voices Fund
Alan Harman Charitable Fund
Arctic Marine Capacity Conservation Fund
[Ball Family Foundation Fund](#)
BC Community-Based Marine Conservation Fund
BC Conservation Science & Mapping Fund
BC Environmental Capacity Building Fund
BC Marine Planning Fund
Boreal ENGO Caucus
Boreal Conservation Fund
British Columbia Fund
Burton Family Fund
Canadian Fresh Water Fund
Canadian Friends of Camp Solomon Schechter
Canadians for Popular Education in Health Fund
Chaloult Wallace Fund
Chandos Fund
Chauvel Fund
Chosen Waters Fund
Clayoquot Conservation Fund
Climate Action Fund
Cloverleaf Foundation Charitable Giving Fund
Cohen Building Fund
Collette Foundation Charitable Fund
Communications & Broadcasting Canadian Trust Fund
Communicopia Fund
Contact Project Fund
Corridor of the Clouds Fund
Coyle Family Foundation Fund
CPAWS Nova Scotia Conservation Fund

Jackie Kirk Memorial Fund
Jantzi Research Fund
Joel and Dana Solomon Fund
John Colet Fund
Jokabeca Foundation Fund
Jon Peachey Foundation Fund
Junxion Global Foundation
MacGavin Fund
McMillan-Dobell Fund
Mentoring Excellence BC Fund
Michael Mayzel Fund
My Arms Wide Open Annual Fund
Naramata Conservation Fund
Pathfinder International Fund
Patrick Boot Charitable Fund
People for the Ethical Treatment of Animals Fund
Pete and John Butzner Fund
PLAN Institute for Caring Citizenship Fund
[Please Mum Foundation Fund](#)
Rasch Foundation Fund
RefugePoint Fund
Richardson Family Fund
Salmon Aquaculture Innovation Fund
Simons Foundation Fund
Skeena Wild Fund
[Small Change Grassroots Fund](#)
Social Innovation Conference Series
Social Venture Institute Fund
Sokol-Rubenstein Family Life Insurance Gift Fund
Stand Now Fund
Strategic Philanthropy Course Fund
Sustaining Design Fund
Taku & BC Coast Capacity for Conservation Fund

Dark Horse Fund
 DLN Fund
 EBM Implementation Fund
 Elaine Dulsey Fund
 Endswell Pivot Building Fund
 Équiterre Fund
 Erwin Kuechau Fund
 Forest Conservation Network Fund
 Fossil Fuel Development Mitigation Fund
 Friends of QQS Conservation Support Fund
 Global Security Institute Fund
 Gordon-Glassco Small Change Arctic Fund
 Global Women's Voices Fund
 Great Vow Zen Support Fund
 Green Research Fund
 Guarding the Gifts - The Liilga K'yilama Fund
 Huntsman-Beatty Fund
 Ignite Excellence Foundation Fund
 Illahie Fund
 Impact Fund
 International Institute for Child Rights Fund
 Ivey Boreal Strategic Initiatives Fund

Tides Canada Arctic Strategy Fund
 Tides Canada Water Strategy Fund
 GBR Conservation Campaign Fund
 Twin Island Protection Fund
 Tyee Solutions Society Fund
 Uncommon Solutions Fund
 Valerie Elia Fund
 Vancouver Bicycle Fund
 Vancouver Folk Music Festival Society Sustainability Fund
 Vancouver Greenest City Fund
 Vancouver Island Marmot Recovery Fund
 Vancouver Tomorrow Fund
 VC Charitable Fund
 Village Fund
 Wilburforce Foundation Fund
 Wild Faith Fund
 Wild Salmon Ecosystem Fund
 Willie Foundation Fund
 Zvi Hofstedter Charitable Foundation

COLLECTIVE GIVING



Collective Giving Funds are the perfect solution for grassroots fundraising initiatives wanting to pool and leverage donations towards their charitable activities.



African Rural Development Fund
 AIDS-Free World Fund
 Angkor Hospital for Children Fund
 ASEM Canada Fund
 Ashoka Canada Fund
 Big Wild Fund
 Canadian Boreal Fund
 CANDi-Cats and Dogs International Fund
 Canodia Fund
 Canopy Fund
 CANRAD Fund
 Cassils Wettstein Asia Fund
 Charlie Russell Bear Coexistence Fund
 The Childhelp Fund
 CHOICE Humanitarian Fund
 Chordoma Foundation Cancer Research Fund
 Climate Change Solutions Fund
 Cortes Ecoforestry Fund
 Dadiya Rural Development Fund

LAM Canada Fund
 Laura Louie Hope Projects Fund
 Light Up the World Foundation Fund
 Lilith House Recovery Fund
 Local Food Plus Fund
 Lunapads Global Opportunity Fund
 MDMA-PTSD Fund
 Mirasol Project Fund
 My Arms Wide Open Fund
 Natural Burial Association Fund
 Oceans Fund
 Open Media Education Fund
 OSEA Education and Research Fund
 Outreach Zanzibar Fund
 Pacific Wild Fund
 The Peace and Reconciliation Training Fund
 PEACE Mexico Fund
 Power of Giving (POG) Fund
 Project Enlighten Fund

Dalai Lama Centre for Peace and Education Fund
Dechinta Fund
deer crossing the art farm fund
Dharma Ocean Canadian Giving Fund
Dignitas International Fund
Drug Policy Reform Fund
Environmental Education Outreach Fund
Etisah Foundation Cameroonian Youth Fund
Forests Live Fund
Foundation for Angelman Syndrome Therapeutics Fund
ForestEthics **Chartiable Initiatives Fund**
Friends of Pata Manzanillo Fund
Fund for Action on Investment Responsibility Fund
The Future Found Fund
Genocide Intervention Network Fund
Give Girls A Chance Fund
Global Reef Research Fund
Go Campaign Canada Foundation Fund
Holden Village Fund
Hollyhock Fund
Hoops 4 Hope Fund
Independent World Television Fund
JustWorld International Fund
Keep a Child Alive Fund

Rainforest Action Network Canada Fund
RefugePoint Fund
Rideau Institute Research Fund
Robert Huber Memorial Fund
Room to Read Fund
SEAS Project Fund
Skeena Watershed Fund
SkeenaWild Conservation Trust Fund
Small Change Fund
SOCAN Foundation Charitable Fund
Sojourners Fund
St. Paul's School Fund
Stephen Lewis Foundation Fund
Stickler Syndrome Support Fund
Strachan Hartley Legacy Foundation Fund
The Funding Network - Toronto Fund
The Tyee Fellowship Fund
Tibetan Nuns Project
UFSC Community Outreach Fund
Unity Productions Fund
Up With Women Fund
Wildlands Project Fund



ENDOWMENT AND LONG-TERM
Endowment and Long-Term Funds enable individuals,
families, and organizations to create a legacy for
positive change and provide long-term ongoing support
for charitable causes close to their hearts.



Amy Carter-Crossley and Shun Hei Lor Families Fund
Aurora Fund
Ball Family Foundation Endowment Fund
Bealight Fund
CUSO-VSO Endowment Fund
David J. Sokol Endowment Fund
Division of UBC PM&R Fund
Don Rubenstein Housing Fund
The Dr. Bik May Wai and
Dr. Chung Nin Lam Endowment Fund
Dragonfly Fund
Draimin-Haddon Endowment Fund
Endswell Long-Term Fund
John Kenneth Galbraith Prize Endowment Fund
Jon Gates Foundation Fund
Lindalee Tracey Award Fund

Michael and Amelia Humphries Earthrise Endowment Fund
Michael and Amelia Humphries Earthrise Support Fund
Oxfam Canada Fund
Physicians for Global Survival Fund
Physicians for Global Survival Operating Fund
Planeterra Endowment Fund
SHLF Endowment Fund
Street Kids International Fund
Terrevive Fund
Transformation Fund
Tlatsini Conservation Endowment Fund
Transformation Long-Term Fund
V. Paul Lee Family Foundation
Valerie Hussey Family Fund

NOTE: FUNDS IN GREY TEXT HAVE NOW BEEN CLOSED

6. PROGRAM FUNDERS AND PARTNERS

Tides Canada partners with major institutional funders and government agencies to lead and support solutions that integrate healthy economies and communities with strong conservation and social outcomes.



Borealis Foundation
Brainerd Foundation
Bullitt Foundation
Campion Foundation
Catherine Donnelly Foundation
Charles Stewart Mott Foundation
Chawkers Foundation
City of Toronto
CUPE Local 4400
David and Lucile Packard Foundation
Department of Canadian Heritage
Donner Canadian Foundation
EJLB Foundation
Forest Products Association of Canada
Gencon Foundation
George Cedric Metcalf Charitable Foundation
Global Greengrants Fund
Gordon and Betty Moore Foundation
Government of Canada - Canada School of Public Service
Government of Canada - Environment Canada
Government of Yukon
Inter Pares
International Development Research Centre
Ivey Foundation
J.W. McConnell Family Foundation
Ken and Debbie Rubin Public Interest Advocacy Fund
Kitchener-Waterloo Community Foundation
Laidlaw Foundation
Limited Brands Foundation
Lisa and Douglas Goldman Fund
Lush Handmade Cosmetics Ltd.
Margaret A. Cargill (M.A.C.) Foundation
McLean Foundation
Merck Family Fund
Mountain Equipment Co-op

National Research Council Canada
Nature Conservancy
Nova Scotia Department of Finance
Oak Foundation
Ontario Ministry of Agriculture, Food & Rural Affairs
Ontario Ministry of Citizenship and Immigration
Ontario Natural Food Co-op
Ontario Trillium Foundation
Phyliss & Irving Snider Foundation
RBC Foundation
Region of Waterloo - Social Services
Retired Teachers of Ontario, District 24
Richard and Rhoda Goldman Fund
Schad Foundation
Sigrid Rausing Trust
Sprott Foundation
Suncor Energy Foundation
Swift Foundation
TD Friends of the Environment Foundation
The Conservation Alliance
The Kresge Foundation
Tides Foundation
Toronto Arts Council
Toronto Community Foundation
United Way Toronto
Vancouver Foundation
W. Garfield Weston Foundation
Wallace Global Fund
Walter and Duncan Gordon Foundation
Weeden Foundation
Wilburforce Foundation
William and Flora Hewlett Foundation
Winnipeg Foundation

7. OUR TEAM

LEADERSHIP TEAM

**Margaret Dickson, Director, Tides Canada Initiatives,
Jeff Garrad, Chief Financial Officer,
Sarah Goodman, VP Business Development and Services,
Sheherazade Hirji, VP Client Services,
Ross McMillan, President & CEO,
Dave Secord, Director, Strategic Programs**

BOARD OF DIRECTORS

**Alan Broadbent, Nabil Harfoush, Andrew Heintzman, Sandy Houston,
Ed Levy, PhD (Secretary), Jennifer Lynn, Ross McGregor (Treasurer),
Drummond Pike, Joel Solomon, Jodi White (Chair), Margie Zeidler**

STAFF TEAM

