

ANNUAL REPORT

2021-2022



The Vanier Institute of the Family is a national, independent, charitable organization dedicated to the wellbeing of families in Canada. The Institute synthesizes information, organizes resources, and mobilizes knowledge to enhance the national understanding of the diversity and complexity of families and the realities of family life across the country. In particular, the Institute's work focuses on the social, physical, mental, and financial environments and characteristics that have an impact on families and family life.

VISION

The Vanier Institute of the Family envisions a Canada where families engage and thrive in a caring and compassionate society, with a robust and prosperous economy, in an inclusive and vibrant culture, in a safe and sustainable environment.

MISSION

The Vanier Institute of the Family seeks to understand families in Canada, family life and family experience, expectations, and aspirations. We are dedicated to understanding how families interact with, have an impact on, and are affected by social, economic, environmental, and cultural forces.

The Vanier Institute of the Family

Annual Report 2021-2022

This report can be downloaded from:
<https://vanierinstitute.ca/annual-reports-and-financials>

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EXECUTIVE REPORT

A Year of Renewal and Focus

It has been 30 years since the Vanier Institute of the Family first published its [definition of family](#), which was soon widely recognized for its inclusiveness and continues to be regularly cited in family research. We are proud of this legacy, which is on our minds as we approach our 60th anniversary in 2025. Its functional approach—based on what families *do* rather than what they *look like*—helps people to have conversations rather than arguments over what constitutes a family, and remains central to our work.

An evidence-based understanding of families, in all their diversity and complexity, is the strongest foundation for effective and equitable decision-making to support family wellbeing. Over the past year, we have continued to build on this foundation by sharing research, creating resources, collaborating with others, and focusing our programs and activities as we approach several major milestones.

Getting data and information into the hands of people who use them

Throughout the year, we mobilized and activated knowledge through our projects and partnerships with stakeholders from across the country. Our COVID-19 IMPACTS surveys on family therapists and Veteran families, and of newcomer and refugee mothers, came to a close, with associated reports and follow-up webinars highlighting the experiences of families and those who supported them during the pandemic.

The [Reimagining Care/Work Policies](#) project has been in full swing, with a regularly growing collection of studies, reports, and presentations on childcare, parental leave, employment,

and other issues related to work and family. Our project with the [Families Matter Research Group](#) is building capacity among family researchers to address topics important to the families of military, Veteran, and public safety personnel, such as mental health, post-traumatic stress, operational stress, and work-family conflict. We have continued to support initiatives such as MatchWork (funded by [AGE-WELL](#)) that are helping Canadians manage work, care, and family responsibilities.

Our growing library of articles, research summaries, and interviews has provided accessible research findings on wide-ranging topics, including divorce, parental benefits, incarcerated mothers, Indigenous doulas, caregiving, polyamorous families, fertility, and mobility. Our relationships with the [media](#) have always been central to our goal of increasing understanding of families in Canada, and we have continued to work with journalists to tell the stories behind the statistics.

An evidence-based understanding of families, in all their diversity and complexity, is the strongest foundation for effective and equitable decision-making to support family wellbeing.

We joined others to engage in conversation, shared experiences and understandings, and presented at a variety of events, such as at the UNDESA [Expert Group Meeting on “Megatrends and Families.”](#)

Our projects and resources have been reinvigorated with a large amount of new

data and information from our partners and collaborators. The first releases from the 2021 Census gave us **new insights** on households, demographic shifts, and more, including the world's first Census-based measurement of gender diversity. We have worked with Statistics Canada to support the dissemination of these new findings across our platforms and outreach.

Production was finalized on *Families, Mobility, and Work*, an edited compilation of articles and other knowledge products now available from Memorial University Press. This book—a capstone for the **On the Move Partnership**—highlights 10 years of novel research findings from this project and its affiliated researchers.

Congratulations to Barb Neis, PhD, and her team, who have made huge contributions to our understanding of the impacts of work-related mobility on families, communities, and employers. A decade of high-quality research and knowledge mobilization is no small feat, and we are thrilled to have supported this important work.

Growth and continuity at the Institute

It was a time of renewal at the Institute, with several new Team members joining us throughout the year. First among these was our Executive Director, Margo Hilbrecht, PhD, an award-winning family scholar with a background in families, work, and wellbeing. Martin Settle, CPA, CGA, came aboard next as Director, Corporate Services, and has strengthened the Institute with his many years of not-for-profit financial experience. Sophie Mathieu, PhD, now leads programs as Senior Program Specialist. With an extensive knowledge of work and family research and policy inside and outside Quebec, she is expanding our activities and reach to increase our impact.

These new faces join two long-standing Team members who celebrated milestone anniversaries this year: Nathan Battams, the Institute's Knowledge Mobilization Specialist,

who joined us 10 years ago; and Administration and Office Manager Lucie Legault, who has been with the Institute for 40 years.

Our work was supported by the addition of two brilliant scholars who supported various projects. Kim de Laat, PhD, is a Mitacs postdoctoral fellow from the Department of Sociology at Brock University. With a background and interest in work and occupations, culture, gender and race, and social policy, her contributions to our development of a framework for family diversities have been invaluable. We were also joined by Alexander Parsan, a 2020 Dobson Loran Scholar and President of Enactus uOttawa, who supported a project on work-family policies among Canadian employers and a review of how family wellbeing is defined and measured throughout the world.

Roadmaps for future focus

Building on a new momentum as we approach several major events, the Institute is guided by internal and external roadmaps.

Our programming and publications are now led by the **Family Diversities Framework**, which serves as both a tool and roadmap for understanding family diversities, and for focusing the Institute's attention and resources. Developed by the Vanier Institute through consultation with academic and government policy partners, the framework is based on three intersecting lenses—Family Structure, Family Work, and Family Identity—all of which are directed at the ultimate goal of improving and supporting family wellbeing.

The Family Diversities Framework is both a tool and roadmap for understanding family diversities, and for focusing the Institute's attention and resources.

Another programming focus has been the Sustainable Development Goals (SDGs). The SDGs are at the heart of the 2030 Agenda for Sustainable Development, which was adopted by Canada and 192 other UN member states in 2015. The 17 goals are related to social, economic, and environmental dimensions of sustainable development, many of which are **closely associated with family wellbeing**.

Perhaps the most anticipated guiding light for the Institute, coming in 2024, is the 30th anniversary of the **UN International Year of the Family (IYF+30)**. This event will recognize and celebrate the many achievements of those who have worked to build supportive and caring societies for families in Canada and around the

world. The Vanier Institute participated in the original 1994 IYF and its associated events. We look forward to continued involvement in the upcoming 30th anniversary milestone through our knowledge-sharing programs and activities.

Families have evolved and changed over the last 30 years, but what they do has not. Likewise, the Vanier Institute has seen many changes as well, but our overall mission of increasing understanding of families and to support their wellbeing remains the same. We will embrace this continuity and this change as we continue on the road to our 60th anniversary in 2025.

*Marie Vaillancourt, Board Chair,
and Margo Hilbrecht, PhD, Executive Director*

LAND ACKNOWLEDGEMENT

The Vanier Institute of the Family is located on and operates on the unceded and unsurrendered territory of the Algonquin Anishinaabe Peoples, whose ancestors have resided here since time immemorial. We are grateful for the privilege of having access to this land, and we want to pay respect to its traditional keepers and guardians.

We are settlers on Algonquin territory, on which processes of colonization, theft, and displacement have left the Anishinaabeg with small plots of land that are home to 10 communities inhabiting Ontario and Quebec in Kiji Sibi (the area now known as the Ottawa River Watershed). This territory had culturally specific governance, education, and justice systems prior to colonial contact. The Ottawa River Watershed is covered by the Upper Canada Treaties and is located on land protected by the Dish with One Spoon Wampum Agreement.

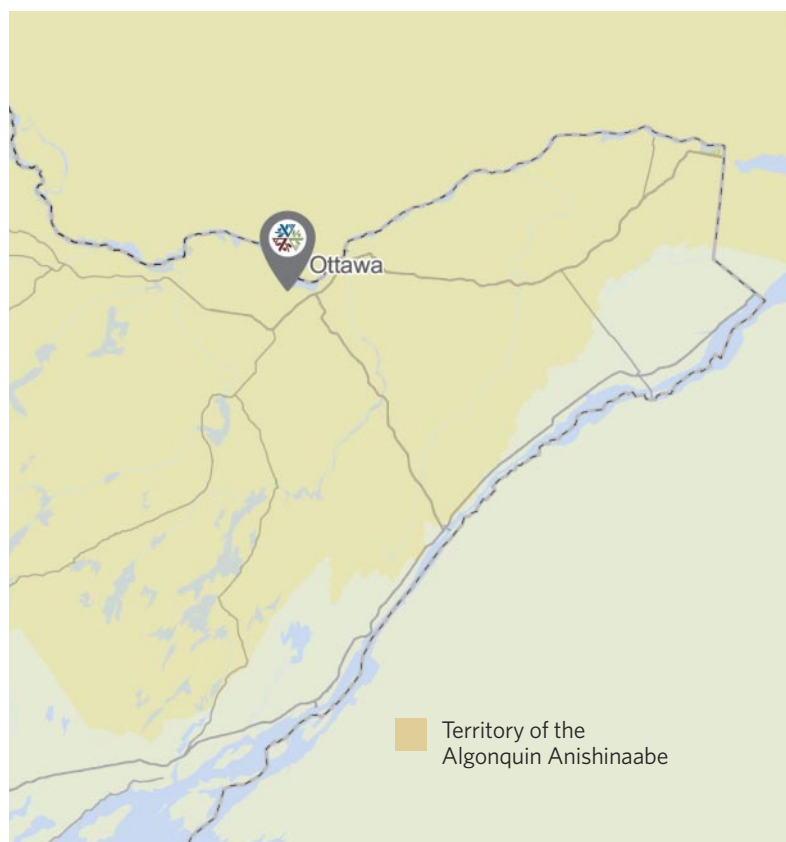
We are committed to learning and sharing knowledge about the experiences and realities of Indigenous families. First Nations, Inuit, and Métis families continue to experience settler colonialism across Turtle Island, not just in its impacts but also in its practice.

Family relationships have been severed and communities have been devastated as a result of oppressive and destructive policies such as those responsible for the Indian Residential School system, the Sixties Scoop, and the continued apprehension of Indigenous children, which is now known as the Millennium Scoop. Indigenous families have been forcefully removed from the land central to their identities and wellbeing. Many First Nations still do not have access to clean drinking water today and Indigenous communities continue to fight for their inherent rights to hunt and fish on traditional

lands that were stolen from them by federal and provincial governments to build and benefit Canadian society.

We aim to support decolonization by listening to, engaging with, and taking direction from Indigenous families, communities, and Knowledge Keepers, in respectful partnership and collaboration. We strive to learn from the lessons of the Truth and Reconciliation Commission of Canada and to share this knowledge to strengthen our understanding of the multigenerational harms that colonialism and systemic racism continue to cause to Indigenous families.

The purpose of this acknowledgement is to recognize our relationship with the land on which we operate as settlers, to recognize and pay respect to its original custodians, and to state our commitments to decolonization.



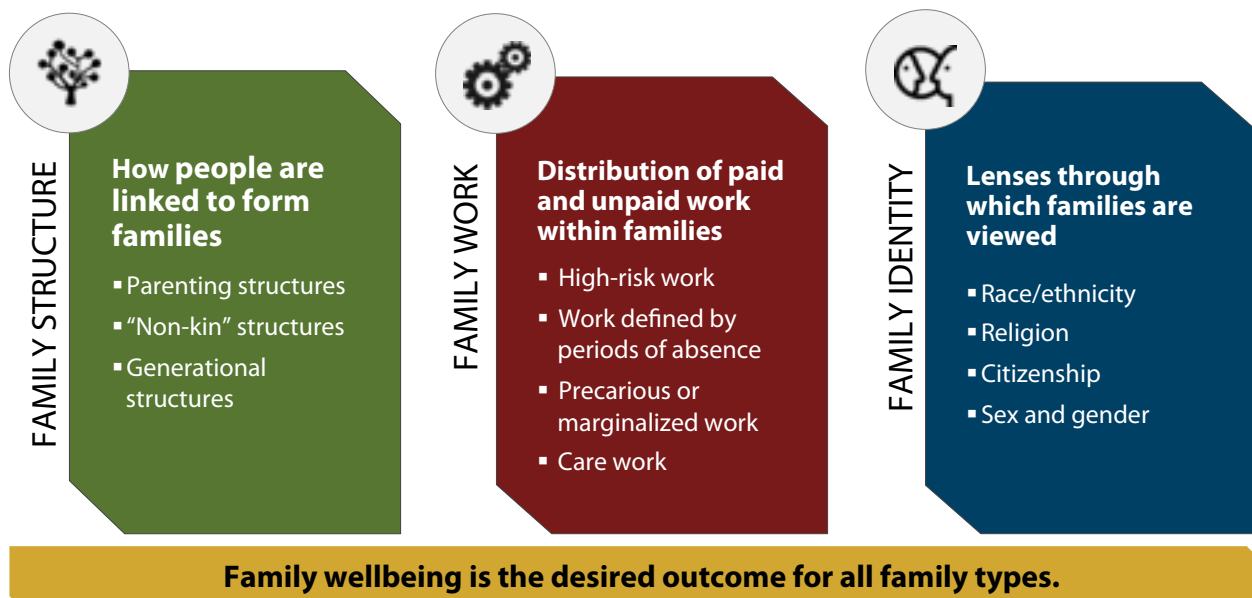
A FRAMEWORK FOR UNDERSTANDING FAMILY DIVERSITIES

Our programming and publications are now led by the Family Diversities Framework, which serves as both a tool and a roadmap for understanding family diversities, and for focusing the Vanier Institute's attention and resources.

Grounded in family research and developed by the Institute through consultation with academic and government policy partners, the framework views family diversities through three lenses: Family Structure, Family Work, and Family Identity. Each lens focuses on a different way of seeing families. Each illuminates factors that can either enhance or detract from family wellbeing. Each provides a way of highlighting where our understanding is currently limited. Together, they allow us to identify gaps in knowledge, consider why it matters, and prioritize areas

for attention based on current issues in Canadian society.

The Vanier Institute is committed to sharing evidence about family diversities to inform decision making that supports family wellbeing. Our stakeholders require up-to-date information to respond to changing social conditions where family life reflects evolving notions of what constitutes a family, the sharing of work among family members, the influence of workplace policies and practices, and the ways in which families construct their identities. As society becomes increasingly diverse, this framework offers enough flexibility to examine, through a family lens, the wide range of experiences that matter to the Vanier Institute community and constituents.



A GROWING TEAM

It has been a year of renewal, with several new additions bringing a wealth of experience and talent to the Institute. Together, the Vanier Team is refreshed, focused, and excited to continue on our mission while expanding in new directions.



Margo Hilbrecht, PhD

Executive Director

Margo Hilbrecht is responsible for activating and disseminating knowledge of family diversities and wellbeing in Canada.

A family scholar, Margo completed her PhD in Recreation and Leisure Studies at the University of Waterloo, where she studied families and time use. Her research on families and the wellbeing consequences of non-standard work types and schedules contributed to her being awarded the Governor General's Gold Medal for Academic Excellence.



Sophie Mathieu, PhD

Senior Program Specialist

Sophie Mathieu leads the Vanier Institute's projects and partnerships. Sophie holds a PhD in sociology from

Carleton University, and her research focus is on childcare, gender equality, and family policy. She has authored numerous scientific articles in national and international journals, and multiple commentaries in various French- and English-language Canadian media.



Martin Settle, CPA, CGA

Director, Corporate Services

Martin Settle is responsible for ensuring the effective management of day-to-day operations as Director,

Corporate Services. Martin is a Chartered Professional Accountant (CPA, CGA) and a member of the Association of Chartered Certified Accountants (ACCA) in the UK. Before training as an accountant, he worked in youth ministry and in family and community support services. Throughout his career, Martin has worked in diverse sectors, including housing, food security, and international development.



Claire Jiang

Communications Coordinator

Claire Jiang joined the Team in June 2022 as Communications Coordinator. Claire is responsible for developing, implementing, and

monitoring the Vanier Institute's communication and social media strategies, as well as supporting online and in-person events. Prior to joining the Institute, she worked for a marketing firm that offered digital communication strategies to global clients.

RESOURCE HIGHLIGHTS

Throughout the year, our growing library of articles, summaries, and interviews provided accessible research and knowledge on wide-ranging topics, including divorce, parental benefits, incarcerated mothers, Indigenous doulas, caregiving, polyamorous families, fertility, and mobility.

Below are some highlights from the year's publications and resources.

Articles

For more than 50 years, the Vanier Institute has published articles in English and French that explore the diversity and complexity of families and the realities of family life in Canada. Over the years, they have been an invaluable source of information and evidence-based insights to our varied readership, which includes researchers, educators, students, journalists, family service workers, policymakers, and more.



Divorce in Canada: A Tale of Two Trends

Nathan Battams provides an overview of divorce trends in Canada over the past 30 years. Using newly released Vital Statistics data from Statistics Canada, he highlights two distinct short- and long-term trends in conjugal relationships.



Canada's "Family Portrait": Measuring Families in the Census

In advance of the 2021 Census releases related to families, Nora Galbraith from Statistics Canada joined us to discuss how families are measured in the census, what it really tells us about families, and what's new in the 2021 releases.



Paternity Benefit Use During COVID-19: Early Findings from Quebec

Sophie Mathieu, PhD, and Marie Gendron (CEO of the Conseil de gestion de l'assurance parentale) discuss parental leave in Quebec and what the data indicate about paternity leave uptake during the pandemic.



In Conversation: Rachel Margolis on Divorce in Canada

Demographer and sociologist Rachel Margolis, PhD, discusses recent Statistics Canada releases on divorce in Canada, what surprised her in the new data (and what didn't), and her thoughts on grey divorce and on what may lie ahead for divorce trends in Canada.

Research Snapshots

Our Research Snapshots are plain-language summaries of academic publications on families and family life in Canada. They provide readers with overviews of new and emerging information and evidence-based insights, and researchers with a platform to share highlights of their work with new and diverse audiences outside of their disciplines and fields.



Indigenous Doula Care and the Revitalization of Indigenous Knowledge

Indigenous doulas provide culturally appropriate support to Indigenous birthing people while countering systemic barriers posed by western healthcare systems. This Snapshot highlights some of the experiences and perspectives of doulas from five different Indigenous doula collectives across Canada.



Overrepresentation of Black Children in Ontario's Child Welfare System

Research has shown that Black children are overrepresented in—and experience different outcomes within—Ontario's child welfare system. This Snapshot shares findings from a study exploring child welfare workers' thoughts on the factors behind this overrepresentation.



Impact of Maternal Incarceration on Family Relationships

Increasing rates of incarceration among women in Canada are raising concerns about stresses placed on family relationships and the link to children and maternal wellbeing. This Snapshot highlights some of the impacts of incarceration on mothers, motherhood, and family relationships.



Childbearing and Birth Experiences in Polyamorous Families

Polyamorous relationships are increasingly being recognized in Canada, but there is little research on their family dynamics and experiences. This Snapshot shares findings from a study examining some of the childbearing and birth experiences in polyamorous families.

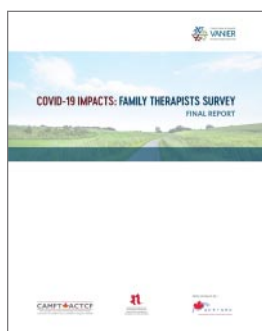
Reports

Our COVID-19 IMPACTS surveys came to a close in 2022. The Institute published reports and engaged in follow-up webinars that highlighted the experiences of families and those who supported them during the pandemic.



COVID-19 IMPACTS: Newcomer and Refugee Mothers in Canada—Final Report

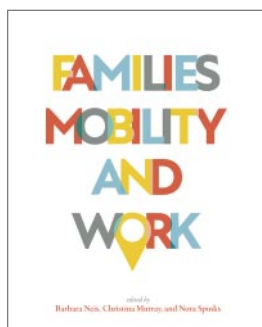
In spring 2021, the Vanier Institute partnered with Mothers Matter Centre (MMC) to explore the impacts of COVID-19 on newcomer and refugee mothers enrolled in their programs. The *COVID-19 IMPACTS: Newcomer and Refugee Mothers in Canada Survey* provided insights into how the pandemic has affected the health and wellbeing, work and household finances, and relationships of mothers participating in the MMC’s Home Instruction for Parents of Preschool Youngsters (HIPPY), Supporting Mothers and Raising Toddlers (SMART), and Bond to Literacy (BTL) programs.



COVID-19 IMPACTS: Family Therapists Survey—Final Report

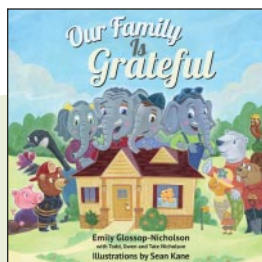
To enhance our understanding of the impact of COVID-19 on therapists and their clients, the Vanier Institute collaborated with the Canadian Counselling and Psychotherapy Association (CCPA) and the Canadian Association for Marriage and Family Therapy (CAMFT) to conduct a survey of counsellors and psychotherapists who work with couples, families, children, and/or adolescents. The *COVID-19 IMPACTS: Family Therapists Survey* provided valuable insights on the challenges and opportunities faced by therapists and their clients, with gender and age group comparisons, as well as geographic breakdowns.

Books



Families, Mobility, and Work

Production was finalized on *Families, Mobility, and Work*, an edited compilation of articles and other knowledge products now available from Memorial University Press. This book—a capstone for the On the Move Partnership—highlights 10 years of research and insights from this project and its affiliated researchers.



Our Family Is Grateful

In January 2022, the Vanier Institute published a children’s book in collaboration with Emily Glossop-Nicholson on family resilience in the face of adversity. Funded through the [Alan Mirabelli Fund for Creativity and Innovation](#), it shares her family’s experience in losing their home after a tornado devastated their community, and how accepting support strengthened her family’s ability to adapt.

PROJECTS, NETWORKS, AND SPECIAL EVENTS



The **On the Move Partnership** is a multi-year, national scale research program with international links, investigating employment-related geographical mobility and its consequences for workers, families, employers, communities, and Canadian municipal, provincial, and federal governments.



The **Families Matter Research Group** is building capacity among family researchers to address topics important to the families of military, Veteran, and public safety personnel, such as mental health, post-traumatic stress, operational stress, and work-family conflict.



Reimagining Care/Work Policies is a seven-year research program committed to expanding possibilities for policies, practices, and meanings of care/work for families in Canada. The team is researching and sharing information on how programs and policies such as childcare, parental leave, and employment policies impact the everyday lives and wellbeing of diverse Canadian families, including Indigenous, racialized, newcomer, solo-parent, LGBTQI2S, and low-income families.



Funded by AGE-WELL, MatchWork is advancing knowledge about and demonstrating leadership in caregiving in Canada by contributing knowledge on the economic value of caregiving, and providing comprehensive knowledge of caregivers' wellbeing, the intersection of care work, paid work, and gender, and ways to strengthen sustainability of the friend/family care sector.

CAPACITY DEVELOPMENT

In keeping with our founders' vision to serve as a "Royal Commission on the family that should never be discharged," the Vanier Institute is committed to ensuring the sustainability, depth, and strength of Canada's family research sector.

We nurture current and future generations of family researchers and others with an interest in families by providing placement and internship opportunities for students and graduates in family research and knowledge mobilization.

Supporting the next generation of family studies researchers in partnership with Mitacs



"My time spent at the Vanier Institute was incredibly enriching, both personally and professionally. My internship gave me the space and resources to develop a new research agenda and receive wonderful mentorship. Norah Keating and Margo Hilbrecht not only provided invaluable career coaching, but they embodied the 'learning by doing' model of mentorship and took me on as a collaborator. I am very proud of the professional relationships I was able to foster and the research I was able to undertake during my time at the Institute, and look forward to their continuation in my new role at the University of Waterloo."

- Kim de Laat, PhD

Offering policy and research internships for Loran Scholars



"As a Research and Policy intern, my time at the Vanier Institute helped me build new skills and contribute to meaningful work in a supportive environment. The positive and understanding team culture at the Institute is one that is truly hard to find anywhere else, and I'm grateful for the opportunity to have been a part of the team."

- Alex Parsan

Vanier Alumni

The Vanier Institute's Alumni Association is a network comprised of diverse and dedicated leaders who have made significant contributions to the Institute and its work over the years. Alumni include former Directors, Executive Emeriti, Vanier Institute Team members, collaborators, and other "friends of the family."

As Members of the Corporation, Alumni Associates maintain the Vanier Institute's

organizational memory and legacy, uphold its core values, preserve and celebrate the Institute's unique organizational culture, and provide insights, advice, and expertise with Vanier Board and staff.

Co-Chairs

- Robert Glossop, PhD
- Rosemary E. Ommer, PhD

Special events

Vanier Institute Team members make public appearances and presentations in diverse settings across the country to share research and engage in conversation about families in Canada.



How the Pandemic Impacted Counsellors and Psychotherapists: Panel Discussion

In December 2021, the Canadian Counselling and Psychotherapy Association (CCPA), the Canadian Association for Marriage and Family Therapy (CAMFT), and the Vanier Institute of the Family held a virtual discussion panel on the results of the *COVID-19 IMPACTS: Family Therapists Survey*. This two-phase national survey of therapists working with children, adolescents, couples, and/or families provided unique insights on how the COVID-19 pandemic affected therapists, the profession, and their clients.



Learning from the Pandemic: Possibilities and Challenges for Mothers and Families

In May 2022, the Executive Director of the Vanier Institute, Margo Hilbrecht, PhD, gave a keynote presentation at the conference *Learning from the Pandemic: Possibilities and Challenges for Mothers and Families*. Organized by York University, Mothers Matter Centre, and Demeter Press, this event brought together scholars, practitioners, and activists to explore the impact of the pandemic on mothers and families in Canada and around the world.



From Input to Action: An Interactive Virtual Town Hall for the Families of Public Safety Personnel

In January 2022, representatives from the Vanier Institute attended a virtual town hall for families of public safety personnel (PSP), which was hosted by the Canadian Institute for Public Safety Research and Treatment (CIPSRT). This event brought together PSP personnel (including RCMP, firefighters, paramedics, corrections, and more), and professionals and practitioners who work with them, to explore and discuss what PSP families need to know about what it means to be on the job.

VANIER INSTITUTE'S REACH—HIGHLIGHTS

Media

The Vanier Institute continued to engage with diverse media outlets from across the country to provide evidence-based insights about families in Canada. Interest in families was as high as always, and the Institute mobilized research and data to inform and guide conversations on family diversity, living arrangements, childcare, family wellbeing, and more.



Online reach

Social media network: 8,174

- Twitter: 6,711
- Facebook: 926
- LinkedIn: 537

e-Newsletter subscribers: 3,970

Pageviews: 168,000

FINANCIAL STATEMENTS

Financial Summary *Year ended June 30, 2022*

	Operating Fund	Endowment Fund	Total
Opening Balance	400,855	20,520,975	20,921,830
Donations, Grants, and Service Income	34,555	-	34,555
Realized Investment Income	62	2,057,533	2,057,595
Unrealized Investment Income	-	(3,034,530)	(3,034,530)
Income	34,617	(976,997)	(942,380)
Charitable expenditure	758,635	16,010	774,645
Administrative expenditure	161,257	106,984	268,241
Governance expenditure	367,099	-	367,099
Expenses	1,286,991	122,994	1,409,985
Net Annual Revenue	(1,252,374)	(1,099,991)	(2,352,365)
Transfers Between Funds	1,228,253	(1,228,253)	-
Closing Balance	376,734	18,192,731	18,569,465

This table presents summary information for this report only. For audited financial statements visit <https://vanierinstitute.ca/financials>.

SPECIAL THANKS

Special thanks to all Vanier Institute partners, collaborators, volunteers, sponsors, funders, donors, and contributors, and everyone who contacted us throughout the year with questions, comments, and suggestions. We couldn't do all we do without your generosity, support, and guidance.

Project Partners, Collaborators, and Volunteers

- Association for Canadian Studies
- Canadian Association for Marriage and Family Therapy
- Canadian Counselling and Psychotherapy Association
- Canadian Institute for Military and Veteran Health Research
- Canadian Institute for Public Safety Research and Treatment
- Canadian Scholars
- Heidi Cramm, PhD, Families Matter, Queen's University
- Andrea Doucet, PhD, Reimagining Care/Work Policies, Brock University
- Family Diversities Framework advisors
- Janet Fast, PhD, and Jacquie Eales, Age-Well and MatchWork, University of Alberta
- Nora Galbraith
- Emily Glossop-Nicholson
- Rachel Margolis, PhD
- Memorial University Press
- Mothers Matter Centre
- Barb Neis, PhD, On the Move Partnership, Memorial University
- Gaby Novoa
- Sheila Smith
- Statistics Canada
- True Patriot Love Foundation
- United Nations Department of Economic and Social Affairs (UNDESA)

Production

Art & Facts Design Inc., *Graphic Design*

Veronica Schami Editorial Services, *Editing and Publication Production*

Sponsors, Funders, Donors, and Contributors

- Canadian Association for Marriage and Family Therapy
- Canadian Counselling and Psychotherapy Association
- True Patriot Love Foundation
- All who donated through CanadaHelps.org and the Vanier Institute website

Vanier Board of Directors

(as of June 30, 2022)

Marie Vaillancourt, *Vanier Board Chair*

Program Committee

Norah Keating, PhD, *Program Committee Chair*

Pat Furman, *Program Committee member*

Naguib Gouda, *Program Committee member*

Steeven Pedneault, *Program Committee member*

Laurel Sakaluk, PhD, *Program Committee member*

Governance, Leadership, and Development (GLD) Committee

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Carl Cadogan, *GLD Committee member*

Anna-Karina Tabuñar, *Vanier Board Corporate Secretary; GLD Committee member*

Norma Tombari, *GLD Committee member*

Finance, Audit, Investment, and Risk (FAIR) Committee

Rob Shea, EdD, *FAIR Committee Chair*

Maha Fakh, *FAIR Committee member*

Alain Robillard-Bastien, *FAIR Committee member*

Daniel Thiruganaratnopathy, *Vanier Board Treasurer; FAIR Committee member*

**Vanier Alumni members Shelagh M'Gonigle and Kim Colman also serve on the FAIR Committee*