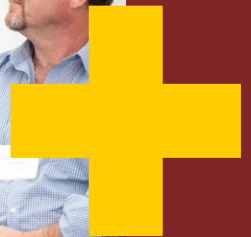
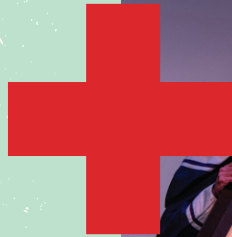
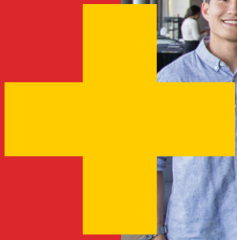




Fondation
Rideau Hall
Foundation

ANNUAL REPORT 2018

**PASSION + FOCUS
= RESULTS**



Message from the Chair

The Rideau Hall Foundation's work is rooted in the spirit of nation building and trust. As a national and independent charity, our organization seeks to connect, honour and inspire Canadians, while working with partners to build a better country for all Canadians. What does this call to service mean when brought to life?

- It means more than **3,000** young leaders with a firm appreciation of the value of global perspective, learning and exchange.
- It means a deeper understanding and evidence base on Canadian giving patterns, to inform how to best foster empathy and drive the action of giving.
- It means **27** teams, awarded **\$11** million since 2012, working across Canada's North to improve the lives of northerners drawing on traditional and modern knowledge and expertise.
- It means Canada has the ability to meaningfully recognize **thousands** of unsung heroes – the volunteers who reinforce our social fabric as a country by building stronger communities each day through service.

Together, it means we are a smarter and more caring Canada. What principles can serve to bring us closer as a country? Serving as governor general for seven years provided Sharon and me with a unique perspective on how an independent foundation could support four central priorities for the country: learning, leadership, giving and innovation.

Inspired by these values, the Rideau Hall Foundation is, first and foremost, a team player. We undertake projects only in collaboration with partners who are best placed to have real impact in their fields. In 2018, we expanded our reach to new regions and sectors of Canada to positively impact Canadians' lives across the country and to shine a light on Canadian excellence. And while we continue to have great success in our many collaborative projects, as the following pages will show, I sometimes worry about complacency in Canada. All over the world, we see the erosion of democratic institutions and the loss of trust in public institutions, and Canada is no exception. I fear we may be taking our values, and Canada's unique place in the world, for granted.

This concern prompted me to write my latest book *Trust: Twenty Ways to Build a Better Country*. Trust is the glue that holds society together, and the grease that helps things run without friction. Without it, we can never be the smart and caring nation we aspire to be. I encourage all Canadians to set an example and become worthy of trust first as individuals.



2018 was also a year of change for our organization. Scott Haldane, our president and CEO, retired after a long career in the not-for-profit sector, including more than two years at the helm of the Rideau Hall Foundation. I am grateful to Scott for setting our initial course as a national foundation committed to creating a better Canada. And I am delighted that Teresa Marques, formerly our director of strategic partnerships, stepped into the role of president and CEO seamlessly. She is applying her extensive leadership experience in the charitable sector to continue to make our organization one of national reach and impact.

We are still a relatively young and small organization, but in 2018 we demonstrated that we punch well above our weight. As the Rideau Hall Foundation matures and grows, we are consistently awed and humbled by the generosity of our supporters, and by the deep love Canadians have for their country.

Thank you for your continued support and for your commitment to Canada.

The Right Honourable David Johnston
28th Governor General of Canada

Message from the President

What an incredible year we have had at the Rideau Hall Foundation. I am proud of what we've accomplished together with our partners, and I am delighted to share with you some highlights from our work that would not have been possible without your support.

Our organization has a unique role to play in support of the values that go to the very root of what it means to be Canadian. In 2018, we captured those values and our vision in our new brand identity and through the development of the RHF's 2019-2023 Strategic Plan.

Looking forward, we will focus on deepening our roots and establishing a more ambitious, hopeful and unifying narrative for Canada's future.

We will do this most notably through an emphasis on leading, learning, giving and innovation: key drivers of our country's progress and success.

This year was one of achievement. It also was one of change as we bid a fond farewell to the Rideau Hall Foundation's President Emeritus Scott Haldane, who retired in June after leading the organization through its formative growth years from 2016 into 2018. I am honoured to succeed Scott and to continue building on his accomplishments with our committed Board, staff, donors, volunteers and partners from coast to coast.

I hope you enjoy reading about some of the work we have done in 2018 to bring all of us together as a country, and to help Canada realize its potential. I look forward to what we'll accomplish together in 2019 and beyond,



to celebrate Canadian excellence and help create the conditions for more Canadians to thrive to their fullest potential.

Thank you for your ongoing support.

Teresa Marques
President and CEO

COVER PHOTO CREDITS

TOP ROW: PHOTO COURTESY OF YELL (LEFT); MCPL VINCENT CARBONNEAU, RIDEAU HALL (RIGHT)

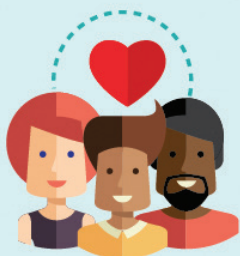
MIDDLE ROW: ALISTAIR MAITLAND (RIGHT)

BOTTOM ROW: PHOTO COURTESY OF THE CENTRE FOR ASIA-PACIFIC INITIATIVES, UNIVERSITY OF VICTORIA (LEFT); ERIK PINKERTON (RIGHT)

Impact Equations

The RHF's work and ultimate achievements are fuelled by values shared by Canadians. The following equations represent how specific principles fundamental to Canada have inspired the RHF, partners and supporters to achieve five notable successes this year.

#30YearsofGiving in Canada The Facts



New Canadians are giving more

Annual average donation by new Canadians is \$672, compared to \$509 for those born in Canada.



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IMAGINE
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rhf-frh.ca | imaginecanada.ca

FOCUS + ACTION = A GREATER UNDERSTANDING OF GIVING

Canadians' giving patterns are changing. But how? And why? In 2018, we released a report on charitable donations and giving patterns in Canada from 1985 to 2014. Produced in partnership with Imagine Canada, *Thirty Years of Giving in Canada* is a wake-up call for registered charities and non-profits, warning them that their ability to serve worthy causes will be severely restricted if they fail to take effective action to engage with young people and other important demographic groups. Charitable giving is on the rise, but only because those who give are giving more. How do we encourage future generations to take on their mantle?

INSPIRATION + INNOVATION = BETTER LIVES FOR NORTHERN CHILDREN

The RHF serves as the operating platform for the Arctic Inspiration Prize, meaning that all prize funding remains in the North. This year, the \$1 million grand prize was awarded to Pirurvik: A Place to Grow. The early-childhood education program, rooted in traditional child-rearing practices, is designed to enhance the lives of children throughout Nunavut. The Arctic Inspiration Prize was itself inspired by the idea that the most innovative ways to improve the lives of northerners are those that come from northerners themselves. Guided by this North Star principle, the Rideau Hall Foundation will continue to support innovation by northerners, for the benefit of those living in the North.



PHOTO COURTESY OF PIRURVIK PRESCHOOL

LEADERSHIP + CONNECTION = A NATIONAL SPOTLIGHT ON CANADIAN INNOVATION

The best way for anything to grow is to shine a light on it. Canadian Innovation Week is the brilliant light our organization and partners shine on innovation to connect, cultivate and celebrate innovators in our country. The inaugural Canadian Innovation Week was held in May 2018. It was made up of 18 events across Canada; it involved more than 10,000 participants; and it made online impressions with tens of thousands of others. Quite a light.



PHOTO COURTESY OF #BCTECHSUMMIT



PHOTO COURTESY OF RIDEAU HALL

TRUST + GIVING = VITAL SUPPORT

A generous commitment from Calgary's Taylor Family Foundation truly began the Rideau Hall Foundation, by seeding the operating endowment in the RHF's earliest days and by investing in programming to build a strong sense of national pride. We offer our deepest thanks to the Taylor Family Foundation for its vital support and for its commitment to building pride in Canada. We pledge to be worthy of the trust you have placed in us.

INSIGHT + LEADERSHIP = TRUST x 2

The outcome of this equation is expressed in two ways. First, David Johnston's latest book is called *Trust*. It presents wisdom about this social quality that our chair has gained from a long life and varied career of leadership and service. Second, all Canadians can wield this manual of repair and restoration to make themselves, their institutions and their country more worthy of trust.



TRUST

TWENTY WAYS TO BUILD
A BETTER COUNTRY

DAVID
JOHNSTON

28TH GOVERNOR GENERAL OF CANADA
AND THE AUTHOR OF
THE IDEA OF CANADA

RHF Program Successes in 2018

The Rideau Hall Foundation was founded on the belief that, given the opportunity, Canadians can realize breakthroughs in learning, leadership, giving, innovation and more. Inspired by this belief, we act in a spirit of constant improvement, propelled by a desire to continually do better and grounded in ideas and people – both of which resist distillation, categorization and boundaries.

Our methodology is to bring diverse partners together from various sectors and regions to co-create solutions employing a range of partnership tools.

1 LEARNING

Excellence cannot be achieved without equality of opportunity. We measure our success by the degree to which we improve access to education through better pathways and the degree to which best practices from these movements are shared and scaled across Canada.

EleV – Learning from young Indigenous leaders

In 2017, we joined Yukon College, Mastercard Foundation and Vancouver Island University to create EleV. We learned many lessons from this partnership to help address gaps in post-secondary attainment for Indigenous youths, including the importance of amplifying wrap-around supports such as leadership and cultural programming. Throughout 2018, we used this initiative to gain a greater understanding of how to support these young people as they transition from school to realize their career and community-building aspirations. This work continues in 2019.

Catapult 2030: The campaign for post-secondary access and success

Most Canadians are proud of our country's high levels of education, but significant gaps persist in post-secondary participation and attainment. Vulnerable and disengaged youth continue to experience specific, systemic barriers. To find ways to close the opportunity gap, we convened a working group of experts who launched a national network called Catapult 2030. Its goal is to ensure by 2030 that all Canadians will have cradle-to-career education and skills development pathways and opportunities that enable them to participate meaningfully in a knowledge-based economy and society.



PHOTO: ERIK PINKERTON

Queen Elizabeth Scholars Program

In 2018, \$5.8 million was awarded through the Queen Elizabeth Scholars (QES) program to fund 20 university-based projects and ensure overseas experiences for another 650 scholars. These include a project to promote community-university partnerships in global and Indigenous health at the University of Manitoba, and a project to build capacity in food systems and urban growth management at the University of the Fraser Valley.

The QES program provides Canada's finest young scholars – from undergraduate students to post-doctoral researchers – with international experiences that enable them to develop the skills and connections needed to be knowledge leaders in this century's global economy. From its inception in 2012 through to the end of 2018, the Queen Elizabeth Scholars program has provided international experiences for more than 1,500 scholars. This figure will double by 2022.

We created a scholar network that will serve as a source of mentorship and support for young scholars. In 2019, we will launch an online platform for the network, QES Connect. Scholars have also had the opportunity to engage with luminaries such as Jean Lebel, president of the International Development Research Centre.



This year, Her Excellency the Right Honourable Julie Payette, Governor General of Canada became patron of the Queen Elizabeth Scholars Program. We are honoured by Her Excellency's ongoing support for QES - Canada's signature platform for global scholar mobility.



PHOTO: SGT JOHANIE MAHEU, RIDEAU HALL

"I've learnt the power of networking with people and learning from their experiences and learning from different fields too."

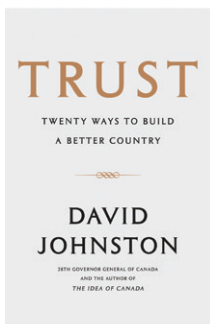
– Queen Elizabeth Scholar



TOP PHOTO COURTESY OF THE UNIVERSITY OF NEW BRUNSWICK.
BOTTOM PHOTO COURTESY OF THE CENTRE FOR ASIA-PACIFIC INITIATIVES,
UNIVERSITY OF VICTORIA

2 LEADERSHIP

We measure our success by our contribution to increasing Canadian democratic literacy among young people (especially as it relates to our history, orders of government, and northern and Indigenous governance) and by giving these young people meaningful opportunities to develop their leadership skills, become knowledge leaders and realize their full leadership potential.



Trust: Twenty Ways to Build a Better Country

The Right Honourable David Johnston released his latest book this year – *Trust*. In it, our chair reflects on seven decades of personal experiences, including seven years as governor general of Canada. Through these reflections, he identifies the 20 ways we can make ourselves, our organizations and our institutions

even more worthy of trust, and in doing so build a better Canada for coming generations and the world. As Mr. Johnston observes, trust is a social quality on which all democracies rely. As such, we believe it is a theme worthy of continued exploration and effort; and we will focus on how to build trust through our work across our organization in the years to come.

RHF Strategic Plan 2019-2023

Leadership starts from within. Equipped with that knowledge, our board of directors approved a strategic plan at the end of 2018 to guide our organization's next phase. The plan focuses on deepening our roots, expanding our reach and strengthening our identity and value proposition for the country.

In the years to come, the RHF will focus on reinforcing the values and institutions which unite us as a country; setting a higher level of aspiration for Canada across themes of learning equity, innovation, leadership and giving culture; and deepening signature partnerships with public, private and third sector organizations as well as with northern and Indigenous communities.

"Trust is the bedrock of democracy. Democracy—in Canada and in countries around the world—depends on a rule of law that strives toward justice. That rule of law depends on trust—a trust in each other as citizens, and a trust between citizens and the institutions that stand for and serve them."

- From *Trust: Twenty Ways to Build a Better Country*, by the Right Honourable David Johnston



PHOTO: JILL CLARK

3 GIVING

We measure our success by our ability to create a stronger, smarter and more efficient charitable sector, and by our activity in bringing about a culture change in Canada that better emphasizes the importance of giving of time, talent and treasure.

The Science Behind Giving Behaviours

In 2018, we released *From Intentions to Action: The Science Behind Giving Behaviours*. The product of a partnership with the Behavioural Insights Team, the MS Society of Canada, and the Impact and Innovation Unit of the Government of Canada, the report shows how behavioural science can help us understand why people give, and how charities can apply that knowledge to boost donations.

Thirty Years of Giving in Canada

We released *Thirty Years of Giving in Canada*, a revealing report on charitable donations and giving patterns in Canada from 1985 to 2014. Produced in partnership with Imagine Canada, the report draws conclusions that are simultaneously a source of concern and optimism. While overall donation amounts have increased over 30 years, the study finds donors aged 50 and older account for nearly three quarters of all donations, and those 70 and older make up 30 percent of gifts. What is clear from the report is that the long-term viability of Canada's charitable sector will depend largely on higher donation rates among younger and new Canadians.



4 INNOVATION

We measure our success by our impact in celebrating innovation and unleashing a culture shift in innovation across the country.

Canadian Innovation Week

Powered by the Rideau Hall Foundation, Canadian Innovation Week brings together partners and stakeholders from the innovation ecosystem to connect, cultivate and celebrate Canadian innovation. The inaugural Canadian Innovation Week was held in May 2018. It featured 18 events across Canada; it involved more than 10,000 participants; and it resulted in nearly 100,000 impressions online.

Highlights of Canadian Innovation Week included the Government of Canada Innovation Fair, Communitech's True North conference, the Governor General's Innovation Awards, Western Canada Youth Entrepreneurship Showcase and Junior Achievement Canada's Youth Innovation Day.

Canadian Innovation Week 2018 also saw the launch of the Tech for Good Declaration. Led by the Rideau Hall Foundation in partnership with Communitech, the declaration is a set of guiding principles that all organizations can follow to create and use technology for the good of humanity and of the planet that sustains us. More than 100 businesses and non-profits have signed on to this living document.

Governor General's Innovation Awards

The RHF was honoured to work in partnership with the Office of the Secretary to the Governor General to deliver the 2018 Governor General's Innovation Awards.

The Governor General's Innovation Awards are made possible by a network of more than 50 nominating partners that carefully vet innovations and submit nominations each year.



Winners of the 2018 GGIA's

Tom Chau, Toronto, Ontario

Dr. Tom Chau has developed pioneering access technologies to help non-verbal individuals overcome communication obstacles.

First Nations Finance Authority, Westbank, British Columbia

The FNFA developed an innovative funding regime that cuts borrowing costs and provides interest rate certainty for First Nations communities.

Mary Gordon, Toronto, Ontario

Mary Gordon created Roots of Empathy as a means of reducing aggression and bullying among school-aged children.

Kamran Khan, Toronto, Ontario

Dr. Kamran Khan developed a global early warning system for dangerous infectious diseases.

Gary Kobinger and Xiangguo Qiu, Winnipeg, Manitoba

Drs. Kobinger and Qiu created ZMapp which comprises a cocktail of monoclonal antibody therapies that act like missiles targeting the outer shell of the Ebola virus, preventing it from replicating.

Terry-Lynn Young, Sean Connors, Kathleen Hodgkinson and Daryl Pullman, St. John's, Newfoundland and Labrador

The research team at Memorial University of Newfoundland identified a lethal gene mutation known to have caused sudden cardiac death in 25 Newfoundland and Labrador families.

Pitch@Palace

Dr. Breanne Everett, a 2016 Governor General's Innovation Award Laureate, took part in Pitch@Palace Commonwealth in April 2018 and Pitch@Palace Global in December 2018. Founded by the Duke of York, Pitch@Palace supports entrepreneurs by providing them with the best opportunities to access mentors, advisors and distribution systems. His Royal Highness announced that the Rideau Hall Foundation is the Canadian partner to bring Pitch@Palace to Canada for the first time in 2019.



PHOTO: MCPL VINCENT CARBONNEAU, RIDEAU HALL



PHOTO: ALISTAIR MAITLAND

Innovation Teacher Resources

This year, we continued to implement the Innovation Teacher Resources in schools in Ontario and British Columbia. Working with Canada Learning Code, we also integrated coding concepts into the resources and hosted a coding workshop for high school students during Canada Learning Code Week.

Arctic Inspiration Prize

In 2018, the Arctic Inspiration Prize awards ceremony took place at the Yukon Arts Centre in Whitehorse, in conjunction with the Arctic Indigenous Investment Conference. It was the first time the ceremony was held in the North. The \$1 million grand prize went to Pirurvik: A Place to Grow. An early-childhood education program, rooted in traditional child-rearing practices, Pirurvik aims to change the lives of children throughout Nunavut.

Other 2018 laureates included a science education program designed for Nunavik youths; an extended-season cold-climate greenhouse to help address food insecurity in Yukon; a youth-led initiative to set up a dedicated welding studio in Cambridge Bay to support at-risk youth; and a new association of northern Indigenous artists and crafters working to improve local artisans' skills, develop sustainable business ventures and create authentic, high-quality products.

Owned and governed by the northern-led Arctic Inspiration Prize Charitable Trust, the prize encourages, enables and celebrates innovative projects in health, science, education, language, sustainable housing, performing arts and traditional knowledge. Indigenous organizations support the prize, with the help of governments, corporations, philanthropic groups and many other partners from the North and South. The RHF is proud to serve as the Managing Partner for the AIP.



PHOTO COURTESY OF PIRURVIK PRESCHOOL

We thank Innovation, Science and Economic Development Canada for its generous support of RHF initiatives that more deeply engrain a culture of innovation in Canada. Additionally, our work in 2018 to foster Canada's culture of innovation would not have been possible without the generous support of BDC, Thomson Reuters, Power Corporation of Canada, Mr. John Risley, Facebook Canada and The Globe and Mail.

**CANADIAN
INNOVATION
WEEK**
**SEMAINE DE
L'INNOVATION
CANADIENNE**





Message from the Treasurer

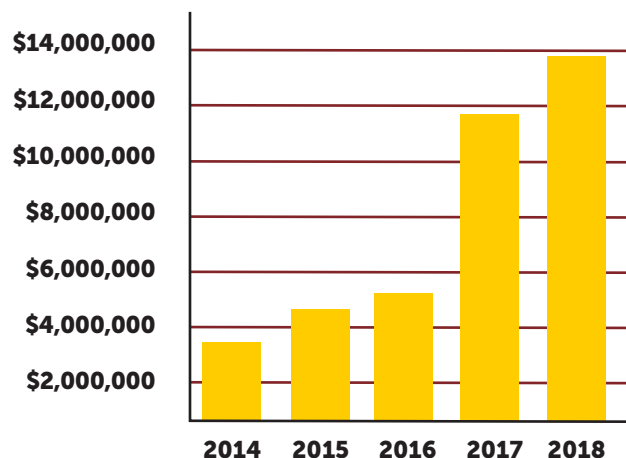
2018 was a year of continued revenue growth for the Rideau Hall Foundation, seeing a 17% increase in revenue from 2017 to \$13.9M to fuel annual programming in portfolios related to innovation, learning, leadership and giving. Revenue growth over the last five years has been 30% - reflecting consistent progress and achievement. The RHF continues to have a high level of operational efficiency, with 92% of revenues directed towards charitable objectives.

Over the past year, the RHF has seen significant successes in building the operating endowment fund increasing it by over \$6M (75%) in 2018. This moves the organization closer to the objective of having revenue from this fund fully supporting administrative costs. During a challenging year for investment returns, the RHF's asset growth is just under 20% over five years – indicating a strong trajectory which we anticipate will continue in the years ahead. Our balanced and diversified portfolio of revenue streams combined with strong organizational efficiency helps to ensure the RHF has nation-building impact from coast to coast to coast.

Frank Rochon
Treasurer, RHF Board of Directors

Financial Reports

REVENUE



2018: \$13,890,553

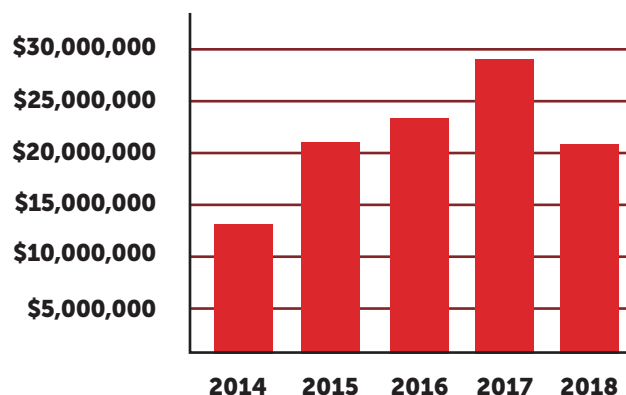
2015: \$4,118,410

2017: \$11,887,512

2014: \$3,647,413

2016: \$5,149,033

ASSETS



2018: \$21,614,429

2015: \$21,674,424

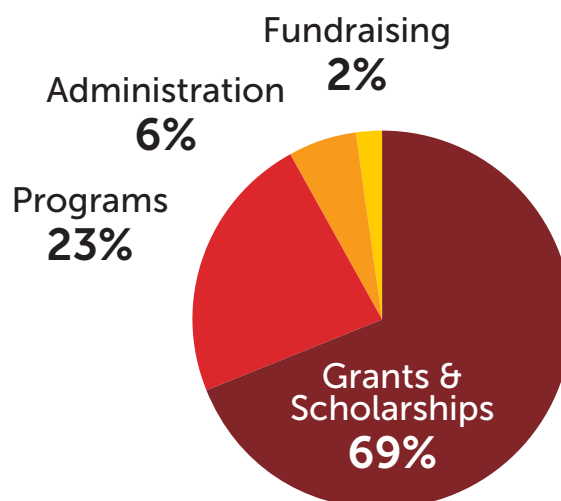
2017: \$28,374,325

2014: \$13,531,449

2016: \$23,936,389

EXPENSES

- +** Grants and scholarships: \$9,532,967
- +** Programs: \$3,178,423
- +** Administration: \$892,034
- +** Fundraising: \$240,592



Message from the Rideau Hall Foundation Investment Committee

The Rideau Hall Foundation is a steward of endowments and pools of resources for current and future programming. The Board established a dedicated Investment Committee in 2016 to ensure careful stewardship of those resources. The Investment Committee's stated objective is to preserve and grow capital for the Foundation by selecting investment managers who follow the principles of value investing. The Investment Committee carefully monitors asset allocation through a mix of fixed income, cash and value investment focused equity managers.

In 2018, the Committee completed the transition of the entire equity portfolio to investment managers with a value-based investment philosophy. We also changed

our passive bond manager to an active fixed income manager. The RHF's fixed income manager will search for opportunities to purchase bonds where the yield offered is much better than a passive strategy without adding maturity and credit risk to the bond portfolio.

Overall investment performance for 2018 was (1.2%) placing RHF in the 35th percentile for foundations and pension funds. Our performance since inception is 4.1%. The asset mix at the end of the year stood at 31% in fixed income, 64% in equities and 5% in cash. All performance numbers and rankings are reported net of fees.

John A.K. Francis
Chair, RHF Investment Committee

Legacy Campaign to Honour David Johnston

During his mandate as governor general, the Right Honourable David Johnston's chosen motto was *contemplant meliora* – to envisage a better world. The motto speaks to his belief that all Canadians are capable of building a smarter, more caring Canada, and of contributing to a fairer, more just world. The Rideau Hall Foundation is deeply grateful to all the generous supporters who contributed to the Legacy Campaign in honour of David Johnston. Thank you. The following supporters made commitments above \$50,000 towards the Legacy Campaign.

Alfred G. Wirth*	Anonymous*
Andrew and Valerie Pringle	Peter Bentley
Annette Verschuren	Richard M. Ivey*
Arthur L. Irving Family Foundation*	Richard and Donna Ivey*
CGI*	Roasters Foundation*
David and Sharon Johnston	Robert Harding and Angel Yang
David Laidley and Ellen Wallace*	Rob McEwen*
Donald Guloien and Irene Boychuk*	Ronald P. Schlegel and Family*
Donald K. Johnson*	Stephen Smith
Anonymous	Susan Glass and Arni Thorsteinson *
Fairfax Financial Holdings Limited	Taylor Family Foundation
Frances and Edmund Clark Foundation	The David & Faye Sobey Foundation*
George and Tami Cope	The Donald R. Sobey Foundation*
Jack and Peter Cockwell*	The Gerald Schwartz & Heather Reisman Foundation
The John and Judy Bragg Family Foundation*	The Rossy Family Foundation*
Anonymous*	Tony and Anne Arrell
Kevin Lynch	Val and Dick Bradshaw*
Larry and Judy Tanenbaum Family Foundation*	Waugh Family Foundation*
McCall MacBain Foundation	William and Robin Downe*
	<i>*New donors in 2018</i>

We also offer our deepest thanks to the visionary philanthropy of the Taylor Family Foundation for launching the operating endowment and providing annual funding support. In addition, we gratefully acknowledge the support of the Government of Canada, in the form of a \$3 million grant and a commitment of up to \$7 million in matching funds, in recognition of Mr. Johnston's seven years of service as Governor General of Canada.

BOARD OF DIRECTORS

The Right Honourable David Johnston, 28 th Governor General of Canada (Chair)	Jacques Ménard
Huguette Labelle (Vice-Chair)	Evan Price
Dominic Barton	Frank Rochon
Rahul K. Bhardwaj	Indira Samarasekera*
Amit Chakma	Khalil Shariff
Zita Cobb*	Nancy Southern
Paul Desmarais III	Victor Thomas
Mark Dockstator	Annette Verschuren*
Phil Fontaine*	Ben Watsa
Judy Gingell	Marie Wilson
Udloriak Hanson	Robert Prichard (Honorary Counsel, RHF)
Robert Harding*	Assunta Di Lorenzo, Secretary to the Governor General (Honorary Secretary, RHF)
Thomas G. Heintzman*	<i>* Left or completed term during 2018.</i>
Sarah Irving	
Carol Lee	
Monique F. Leroux	
The Honourable Kevin Lynch	Directors Emeritus:
Ross McGregor*	Robert Harding
The Right Honourable Beverley McLachlin	Thomas G. Heintzman
	Ross McGregor
	Annette Verschuren

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Charitable registration number: 848037248 RR0001

Stay up to date on the latest news of the Rideau Hall Foundation by subscribing to our monthly newsletter at www.rhf-frh.ca.