



# Cassels

our communities  
**our commitment**

2021 Year in Review

# we believe

At Cassels, we believe that the success of our firm is built on the unique skills, perspectives, experiences, and values of each individual. We are committed to fostering a strong culture of inclusivity and diversity to create an environment that reflects both our clients and the communities in which we work and live.

We believe in giving back to our communities and recognize that our combined efforts can have a truly significant impact. Our staff and lawyers sit on boards, coach sports teams, spearhead fundraising efforts, mentor youth, and volunteer their time with charitable organizations.

We also believe that we have a responsibility to assist disadvantaged and historically underserved people in securing legal services that could otherwise remain out of reach. Our associates and partners donate their time and expertise to pro bono activities on behalf of a wide spectrum of community organizations and programs.

---

The contents of this 2021 Year in Review are current as of April 2022.



# contents

<b>SECTION ONE: FROM WITHIN — FOSTERING A CULTURE OF INCLUSIVITY &amp; DIVERSITY</b>	<b>2</b>
Our Corporate Culture	2
Diversity Training	2
Firm Diversity Census	4
Inclusion & Diversity Committee	7
2SLGBTQ+ Affinity Group	9
Asian Affinity Group	11
Black Affinity Group	13
Indigenous Affinity Group	15
Jewish Affinity Group	17
Mental Wellness Affinity Group	19
Parents of Young Families Affinity Group	21
<b>NEW FOR 2022</b>	<b>22</b>
Ukrainian Affinity Group	22
Women's Affinity Group	23
Women's Advancement, Voices and Equity Committee	23
<b>COMMUNITY PARTNER PROFILE: LOLA ADEYEMI</b>	<b>24</b>
<b>SECTION TWO: IN THIS TOGETHER — FORGING AUTHENTIC CONNECTIONS IN OUR COMMUNITIES</b>	<b>28</b>
Community Commitments	30
Pro Bono Services	33
Student Community Engagement	37
Commitment to the Legal Community	39
<b>COMMUNITY PARTNER PROFILE: STEVE MESLER</b>	<b>40</b>

# from within:

## Fostering a Culture of Inclusivity and Diversity

### Our Corporate Culture

Cassels encourages a corporate culture that respects and celebrates the dignity, value, and diversity of all. Our mission is to attract, retain, reward, and promote individuals of exceptional ability and talent from as broad a range of backgrounds as possible and without reference to background, gender, age, ethnic origin, religion, sexual orientation, political belief, or disability.

In turn, we are determined to provide these extraordinary individuals an exceptional, supportive work environment that is free from harassment and violence and that is respectful of others. A diverse environment is a rich environment and an open, inclusive atmosphere benefits everyone who works within it. Fostering such an environment enables us to respond with greater agility to the challenges faced by our clients in a diverse, multicultural world.

### Diversity Training

Cassels provides diversity training to all members of the firm on a regular basis. We worked with the Law Society of Ontario's Equity Advisor to develop tailor-made training that would resonate with our firm and help our lawyers and staff recognize diversity issues and make respectful choices when interacting with each other, our clients, and the public.



A background image showing four hands of different skin tones (light, medium, dark, and very dark) all giving a thumbs-up gesture. The hands are positioned in the foreground, with the thumbs pointing upwards. The background is a soft, out-of-focus blue and white.

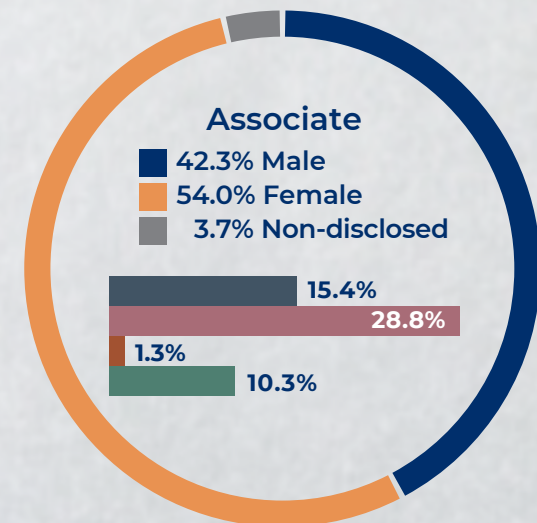
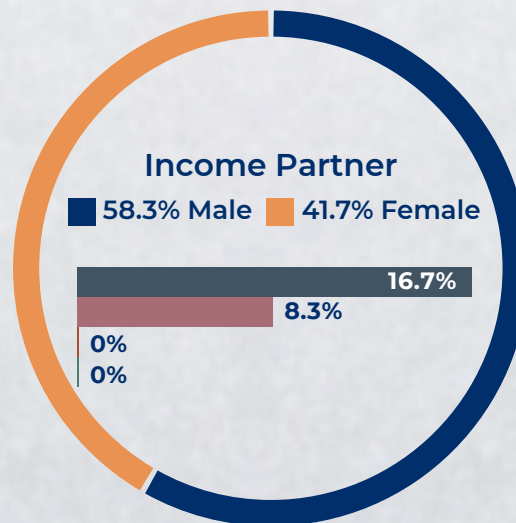
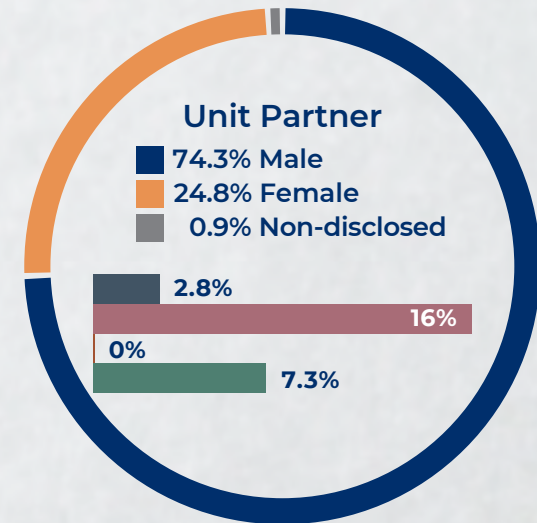
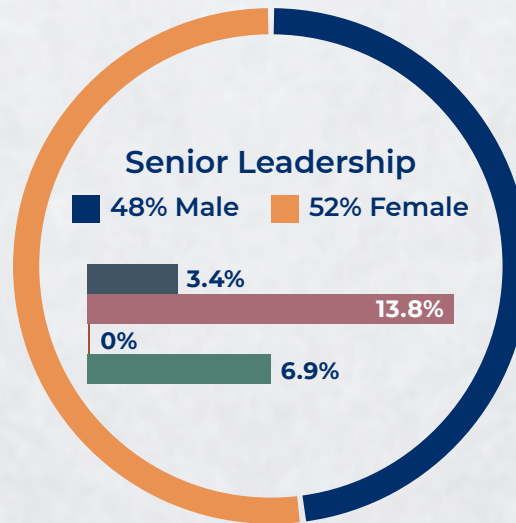
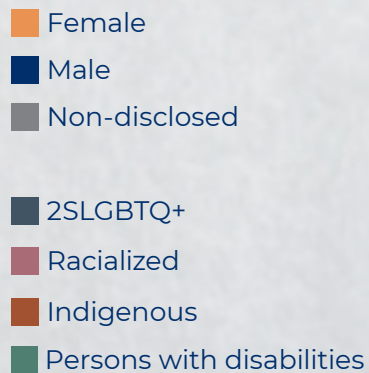
## Reflecting on Belonging & Bringing People Together

"Prioritizing inclusion creates an environment that allows people to excel. After we founded the original Diversity Committee in 2013, we updated the name to the "Inclusion & Diversity Committee" shortly thereafter. The ordering of those two words was very intentional. We want to create an environment focussed on belonging and bringing people together. Inclusion and diversity must go together. Inclusion, if not done right, could also be exclusion — the idea that you have to fit our culture, as opposed to conveying the message that we are a culture that is expansive and interested in bringing into it other perspectives and backgrounds."

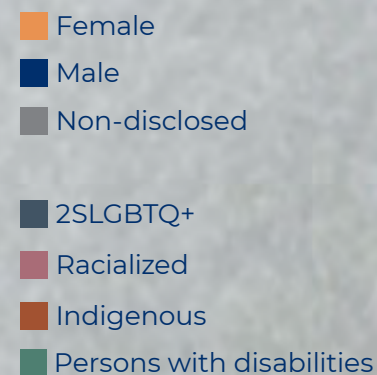
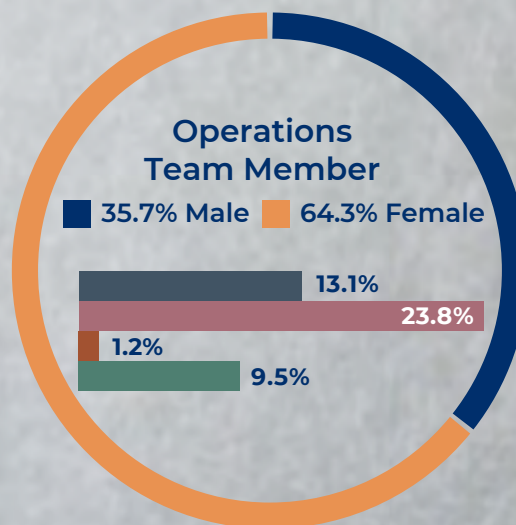
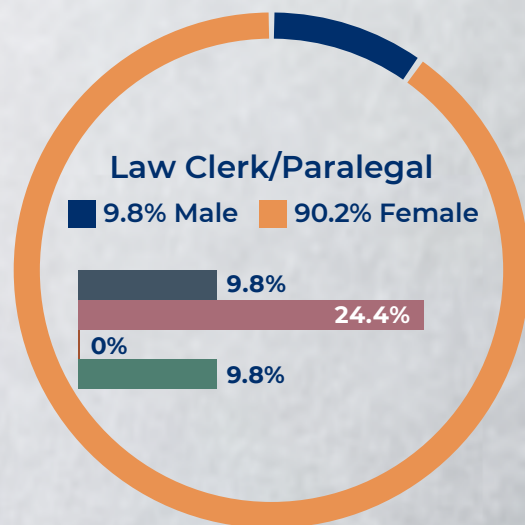
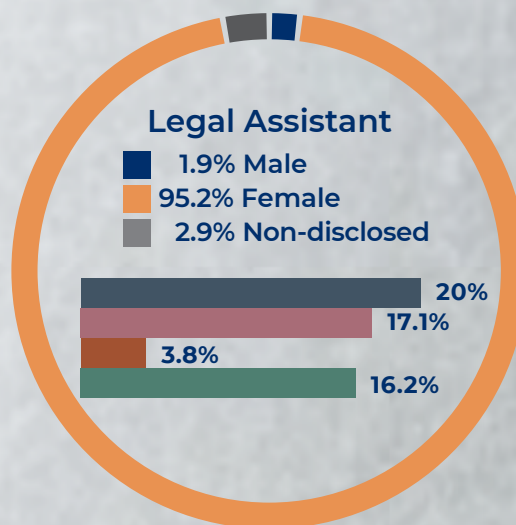
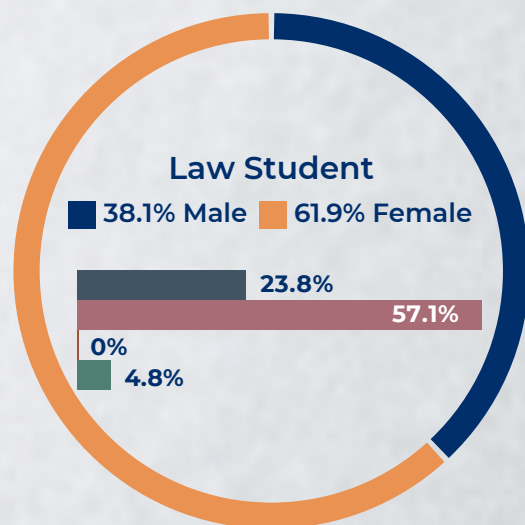
*Kristin Taylor*, Managing Partner

# Firm Diversity Census

This most recent Firm Diversity Census was conducted in July 2021 by e-Global Learning, a leading external service provider in the diversity, equity, and inclusion space. The Firm Diversity Census data is based on the responses of the firm members who chose to participate in the Census. The overall participation rate for the firm was 81%.







A young green plant with three leaves is growing out of a metal gear. The gear is silver and has a serrated edge. The soil is dark brown and crumbly. The background is a light, out-of-focus grey.

from within

## “Reflecting on the Vision for an Inclusive Workplace

“I have the luxury at this time in my life — and at this moment in my legal practice — to think about not only how we make things better for people right now but also how we plant the seeds of real change to ensure we are making things better for everyone down the road. I get to collaborate with leaders in the EDI space who teach me every time I work with them. Our discussions oftentimes challenge my world view and I embrace the glorious discomfort associated with that. This role is an opportunity, without constraints, to create a vision of what it means to be part of a workplace where people feel like they belong and matter — a place where they are included, heard, and valued. That is arguably the most important duty you could have in any workplace.”

*Tami Prince*, Chief EDI Officer



# Inclusion & Diversity Committee

**Peter Sullivan and Natasha Jimeno, Co-Chairs;  
Tenisha Younge, Manager, Diversity & Inclusion**

The Inclusion & Diversity Committee (IDC) was established by the firm's Executive Committee in 2013 to support and promote the firm's commitment to advancing diversity within the firm, with our clients, and in the community as a whole. Since its inception, the IDC has been actively involved in a variety of inclusion and diversity-focussed events, partnerships, and organizations such as:

- [Black Law Students' Association of Canada](#)
- [Black Female Lawyers Network](#)
- [Federation of Asian Canadian Lawyers](#)
- [Forum for Women Entrepreneurs](#)
- [Lavender Law](#)
- MEHFIL Magazine (100 Year Journey Event)
- [Pride at Work Canada](#)

The IDC also shares best practices with the other 25+ local and national firms who are members of the Law Firm Diversity and Inclusion Network and attends joint events with the Legal Leaders for Diversity — a group of 90+ general counsel at leading Canadian companies who are committed to inclusion and diversity.

## Internal Initiatives

In January 2021, the IDC rolled out an initiative that provided all firm members the option of including their self-identified personal gender pronouns in their Cassels email signatures and web bios. Working with the firm's Professional Resources department, and in consultation with the Black Affinity Group, the IDC also developed an Anti-Racism Series that covers a variety of topics around the issues of unconscious bias, microaggressions, privilege, intersectionality, and how to be an effective ally.

The IDC regularly disseminates internal, firmwide "Diversity Memos" that provide education and information about the observance of various celebrations throughout the year. Members of the IDC present to, and work with, the firm's Student Committee to assist the firm in attracting and recruiting students from diverse backgrounds and with diverse personal characteristics. The IDC also collaborates with clients on their own inclusion initiatives and diversity policies.





A detailed watercolor painting of a pink rose. The petals are layered, with soft pink and magenta tones. Yellow highlights are visible in the center and between the petals, representing the yellow from the pansexual pride flag. Two green leaves with dark green veins are on the right side. The background is white.

# from within

"I painted this watercolour rose using the three colours of the pansexual pride flag: pink, yellow and blue. Even though roses have sharp thorns as a defense, their soft, delicate flowers are always willing to open up when there is light. Pink and yellow roses are often associated with joy, and I experience great joy by celebrating myself and my identity through my art!"

*Martina Smits*



# 2SLGBTQ+ Affinity Group

**Jared Enns and Martina Smits, Co-Chairs**

The 2SLGBTQ+ Affinity Group is committed to ensuring that the firm has created and continues to foster an environment where all 2SLGBTQ+ members are enabled and motivated to succeed to their maximum potential, while being comfortable bringing their full and complete selves to work. The Group also works to support the recruitment, retention, and promotion of 2SLGBTQ+ talent to and within the firm. All firm members who identify as 2SLGBTQ+ and allies are welcome to attend the Group's bi-monthly meetings and events to support one another's career development and discuss issues particular to the 2SLGBTQ+ community.

In June 2021, the Group kicked off Pride season with a fun and festive virtual drag show starring Juice Boxx — one of Toronto's top drag performers from the first season of the television series, "Canada's Drag Race." The Group also participated in the virtual Toronto Pride and Remembrance Run/Walk and the virtual Vancouver Pride Run & Walk, raising funds for 2SLGBTQ+ organizations in their respective communities. In July 2021, Canadian Olympian Mark Tewksbury joined us for an impactful virtual fireside chat about what it was like being an openly out Canadian Olympic athlete in the '90s and about becoming an advocate for the 2SLGBTQ+ community and an activist for social change.







# from within

## Reflecting on Building Respect and Understanding

"Having recently joined Cassels, I was delighted to learn of the affinity groups championed at the firm. I was drawn to the Asian Affinity Group as it was an opportunity for me to connect with my colleagues who share a similar cultural background in a meaningful way and to celebrate our diversity. So far, I've particularly enjoyed the email blasts highlighting, for instance, Sikh Heritage Month and Asian Heritage Month. Connecting with the broader firm and sharing our unique experiences through trivia and fun facts is a great way to build respect and understanding amongst one another."

*Mauraj S. Mukkar*



# Asian Affinity Group

**Angela He and Ardy Mohajer, Co-Chairs**

The Asian Affinity Group provides education and support to the firm's Asian members and allies and acts as a resource for all firm members. The Group plays a role in highlighting the prevalence of anti-Asian racism and in discussing ways to address same. The Group is an annual sponsor of Ascend Canada, a pan-Asian networking group focused on increasing the presence, visibility, and influence of current and future pan-Asian business leaders. The Group also maintains a calendar of ethnic and cultural holidays celebrated by pan-Asians. Meeting at least bi-monthly, the Group encourages all firm members to attend its events and participate in dialogue that impacts the Asian community.

In February 2021, the Group hosted a virtual potsticker (Asian dumpling) cooking class in celebration of Lunar New Year with chef Renée Chan, the founder of True Nosh. In response to increased anti-Asian racism in Canada as a consequence of the pandemic, the Group hosted a Q&A-style discussion in May 2021 with Amy Go, the President of the Chinese Canadian National Council for Social Justice. The Group and the IDC kicked off the firm's Express Unity Initiative in November 2021 by partnering with the not-for-profit organization [Hollaback!](#) to host two Bystander Intervention sessions for firm members and clients – Bystander Intervention in Public Spaces and Bystander Intervention in the Workplace.



# from within

## Just in Case You Forget Who You Are

I've made a decision...  
That I will encourage myself.  
That I will be empowered by my accomplishments.  
That I will remember every win deserves recognition; even the small ones.

I've made a vow,  
That I will only speak positively when it comes to things concerning me.  
That I will remind myself of the hurdles I've overcome and the power that is within  
every hop, skip and fall that it took to get to where I am today.  
To break generational curses; in exchange passing down healing and hope.  
To never forget my roots, but give credit to the concrete jungle that caused this rose  
to bloom.

I've learnt...  
That rejection can also be a blessing in disguise.  
That not every door is meant for me, but greater are the ones that are.  
That nothing good comes easy, but what is for me, is for me.

I plan...  
To always strive for better.  
To never give up no matter how hard it may seem.  
To put my heart into everything that I touch.  
To get out of the comfort zone that so easily holds me back.  
To remember my worth, especially when it is being challenged.

I will...  
Stand tall with pride in who I am.  
I will love every coil, kink and curl of the natural crown I've been given.  
I will see my brown skin as power instead of pain.

I am..  
Stronger than I was before.  
I am wiser than I was in the past.  
I am worthy of love, kindness and respect.  
I am here today for a purpose...  
I am... Black history.

Sincerely,  
Tracey A. Samuels

"I wrote this poem, "Just in Case You Forget Who You Are," because I wanted to share something uplifting, especially during Black History Month."

Tracey A. Samuels

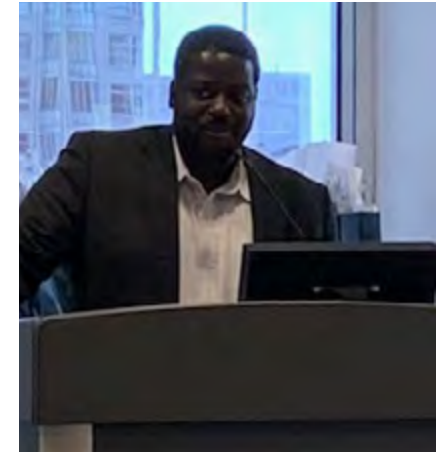


# Black Affinity Group

**Dilys Massicotte and Kwaku Tabi, Co-Chairs**

A resource to all members of the firm, the Black Affinity Group offers education and support to the firm's Black community members and allies, and encourages participation in events and dialogue that impact the Black community. The Group hosts a virtual "media club" that is similar in format to a book club. Readings and audio-visual and visual works based around themes about the Black experience are shared with participating firm members and are discussed at regularly scheduled meetings. The Group encourages all firm members to participate in its meetings and initiatives, including several programs that are offered annually through the IDC in celebration of Black History Month.

Speaker, spoken word practitioner and [Ontario's first Poet Laureate](#), Randell Adjei, has joined the Group for the launch of Black History Month every year since 2018. In 2021, Randell joined guest speakers Tracey Kayy and Shahaddah Jack for the Group's virtual kickoff event. The Group also hosted a virtual Black History Month "Story of the Day" contest and held a virtual event entitled, "Diversity: The Secret Power Behind High Performing Teams" with guest speaker Anthony McLean. Students from the "[Fifty for Free Youth Community Initiative](#) and Helping Hands" program attended the firm's offices in 2021 and spoke with lawyers and other employees about their experiences working at a law firm.



*Fifty for Free, thank you video*



A close-up photograph of a hand holding a heart-shaped piece of paper with horizontal rainbow stripes. The background is a soft, out-of-focus sunset with warm orange and yellow light. The text 'from within' is written vertically on the left side of the image.

# from within

## Reflecting on Celebrating Diversity

"As a person of colour who grew up in suburban Nova Scotia in the '80s and '90s, where diversity was viewed at best as an oddity and at worst as a tragedy, it is so wonderful to see that the Affinity Groups at Cassels provide so many options to firm members and clients to learn about different cultures and issues facing various groups. The amazing events put on by these groups also allow me to learn so much about different cultures and issues faced by women, Aboriginal people, Jewish people, and other people of colour. I am so happy to see that diversity is being celebrated with such enthusiasm."

*Chandimal Nicholas*

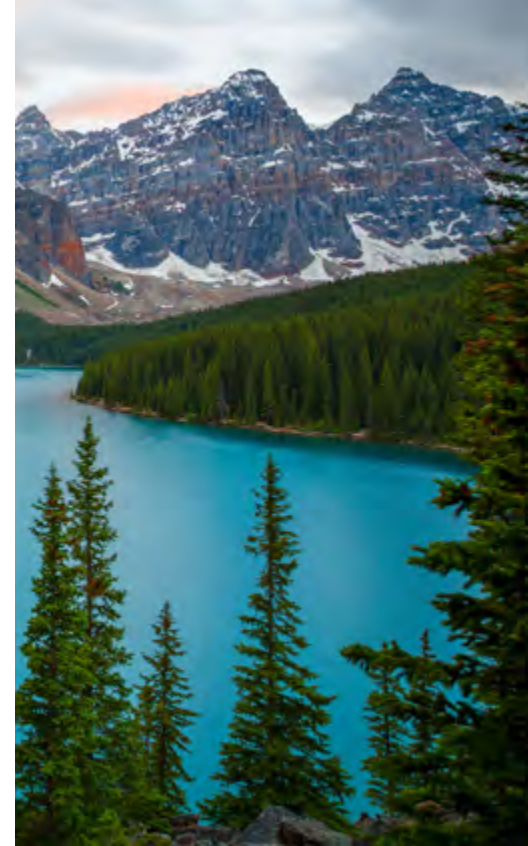
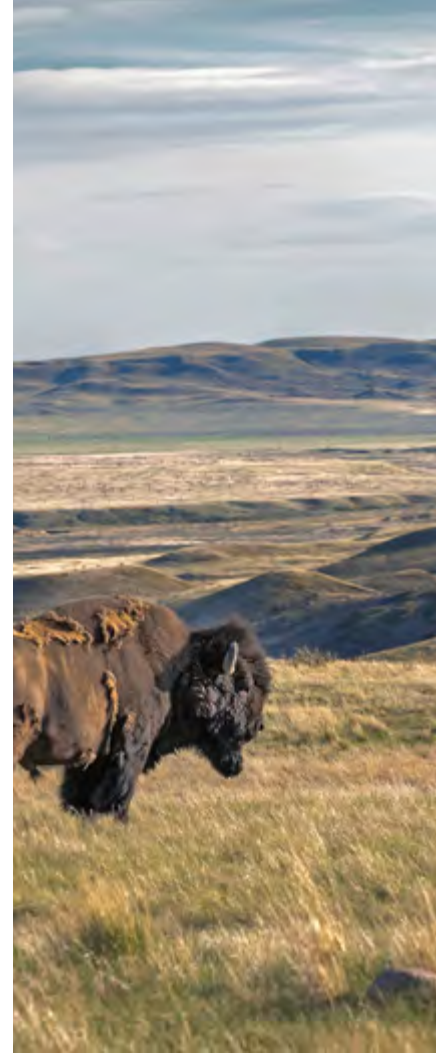


# Indigenous Affinity Group

**David Bach and Emilie Lahaie, Co-Chairs**

The Indigenous Affinity Group provides education and support for Indigenous firm members and allies. In conjunction with the 2SLGBTQ+ Affinity Group, the Indigenous Affinity Group co-hosted a virtual session with Anthony Johnson and Dr. James Makokis in 2021. The couple shared some of their experiences in becoming the first Indigenous, two-spirit, married couple in the world to win “The Amazing Race” television series. They talked about what that achievement meant for the Indigenous and two-spirit communities, and about their work in addressing mental health disparities amongst two-spirit youth by developing “Two-Spirit Rites of Passage” based on Indigenous teachings.

The Group has prepared and circulated educational materials addressing reconciliation matters to assist firm members struggling with the ongoing discoveries of graves at residential school sites. The Group also hosted a discussion to commemorate the inaugural National Day of Truth and Reconciliation in Canada. The Co-Chairs of the Indigenous Affinity Group reflected on the colonial legacy of residential schools in Canada and discussed the ongoing work of the Truth and Reconciliation Commission. President McCallum of the Métis Nation of Saskatchewan also spoke about the Truth and Reconciliation Calls to Action.







from within

## Reflecting on Opportunities for Success

"We have inclusion programming in place that is meant to ensure that everybody, regardless of their personal characteristics or background, has an equal opportunity to succeed at Cassels. Our Affinity Group policy encourages and establishes parameters around the formation of Affinity Groups for those sharing the same personal characteristics or backgrounds. Affinity Groups provide mentorship and championship opportunities amongst their members, advice from senior leadership on issues discrete to the membership, shared business and professional development opportunities, and so on."

*Peter Sullivan*, Co-Chair, IDC

# Jewish Affinity Group

**Monique Sassi and Jackie Karbi, Co-Chairs**

The Jewish Affinity Group is committed to (among other initiatives) promoting and supporting the recruitment, retention, and career advancement of Jewish members of Cassels; increasing awareness and visibility of diversity issues; providing mentorship and guidance; and encouraging participation in events and dialogue that impact the Jewish community. The Group's mentorship program pairs younger Jewish firm members with Jewish partners or senior associates who act as a resource year round. The Group annually circulates a calendar listing all of the Jewish holidays and works with the firm's marketing team to circulate a holiday card for the High Holidays.

For Yom HaShoah in 2021, the Group was very honoured to host a conversation with Max Eisen, Holocaust survivor and author of *By Chance Alone*, a poignant memoir of courage and determination at the Auschwitz death camp. Max shared his story of perseverance, survival, and hope in the face of evil. The event was open to all firm members, Cassels clients, and alumni, and all guests of the event received a complementary copy of Eisen's book. For Hanukkah 2021, the Group hosted "Sufganiyot in the Park." Group members met at a local park and enjoyed sufganiyot (Jewish jelly doughnuts, fried in oil and topped with powdered sugar), warm beverages, and each other's company.







from within

## “Reflecting on Addressing Mental Health & Wellness in the Workplace

“The Mental Wellness Affinity Group has been invaluable in making a number of mental health resources available to all members of the firm, whether it be by way of the dozens of personnel from Cassels who have been trained in dealing with mental health first aid, the variety of seminars and educational programs that have been provided to assist firm members with mental health resilience, or the sharing of useful podcasts, exercises, books, and other resources. The Group provides the comfort and support that we all need from time to time, and it has made huge strides in de-stigmatizing mental health issues, which have been hidden by members of the legal profession for too long.”

*Bob Cohen*

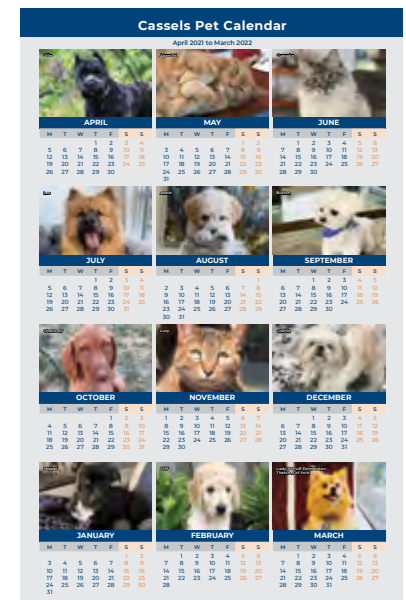


# Mental Wellness Affinity Group

**Tanya Pereira and Stephanie Voudouris, Co-Chairs**

The Mental Wellness Affinity Group provides education and supports the mental wellness of all firm members. The Group meets at least bi-monthly and all firm members are welcome to attend. The goal of the Group is to create a space where firm members can connect and speak candidly about mental health and wellness, and to normalize and reduce the stigma typically faced by individuals when they are experiencing mental health and wellness challenges. The Group regularly reviews and updates the firm's mental wellness intranet page to ensure that the firm's mental health resources are readily accessible to all firm members.

Since the onset of the pandemic, the Group has replaced its "Let's Walk" events with regular "Let's Move" events across all three offices to encourage everyone to take a break and connect with colleagues. These events include home exercise and yoga to help build community and promote physical activity. In 2021, the Group hosted a Pet Costume Contest for Halloween, awarding prizes in various categories, and a virtual Pet Talent Show, as a way to stay connected as a community during the pandemic and to share some happiness. The proceeds from the sale of a 2021 Cassels Pet Calendar that was created by the Group were donated to the [Stephen Lewis Foundation](#), a charity fighting the HIV and AIDS epidemic in Africa.





# from within

The Parents of Young Families Affinity Group ran an art contest, the theme of which was "parents working from home."

The drawings on the right were submitted by Scarlett (top, age 9 and bottom, age 10); the drawings on the far right were submitted by Abigail (top, age 2) and Sophie (bottom, age 4). Scarlett, Abigail and Sophie are children of members of the Group.





# Parents of Young Families Affinity Group

**Nicole Teehan and Ben Leith, Co-Chairs**

The Parents of Young Families Affinity Group provides a forum for working parents at Cassels to share ideas and experiences about raising kids. The Group's events include speakers, discussion groups, and workshops, and are typically organized around a theme or issue that members have faced or will face as parents of young families. The Group also provides an advocacy role at the firm to support the careers of parents and to provide input on various initiatives and policies to make working life more comfortable for parents.

In 2021, the Group held a series of virtual events and meetings, including a virtual Q&A session with Jacqui Steer. A retired school principal from the Durham District School Board who has led anti-racism training for teachers, Jacqui talked about how to discuss and navigate issues around racism with your kids and in your community. The Group also hosted a virtual Q&A session with Dr. Jill Shuster, Clinical and School Psychologist. The topic of the session was how to get kids and parents through the pandemic. Bi-monthly virtual meet-ups offer an opportunity for attendees to share ideas and strategies for parenting during the pandemic.

The Parents of Young Families Affinity Group ran an art contest, the theme of which was "parents working from home." The story was submitted by Alyssa (age 9) and the photo was submitted by Gia (age 4). Alyssa and Gia are children of members of the Group.





## New for 2022

The following Affinity Groups and Committee were newly launched in 2022:

### Ukrainian Affinity Group

**Adrian Jakibchuk and Robert Lysy, Co-Chairs**

The Ukrainian Affinity Group provides a forum for people of Ukrainian descent and allies concerned about the humanitarian crisis in Ukraine to discuss their concerns and the ways in which they and other members of the firm can support those living in Ukraine, recent refugees from Ukraine living in Canada and overseas, and people with relatives living in Ukraine. The Group also promotes awareness and provides general education about Ukrainian culture and customs, and the mistreatment of and discrimination against Ukrainian people. In addition, the Group aims to counter the misinformation being spread about the current situation in Ukraine.



## Women's Affinity Group

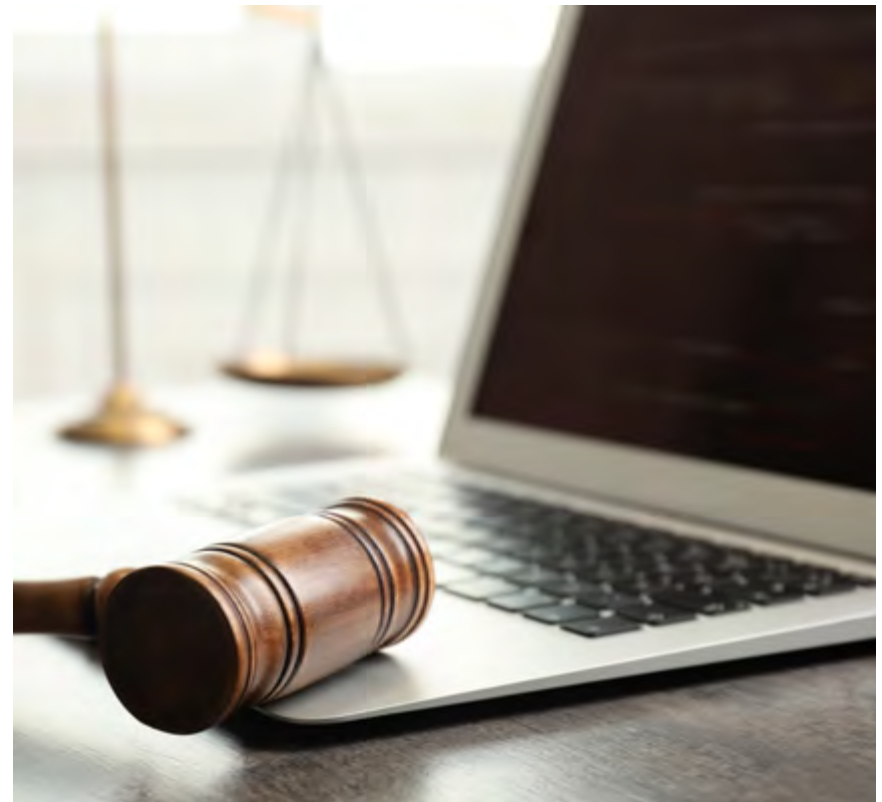
### Stephanie Mills and Melissa Winch, Co-Chairs

The Women's Affinity Group provides support and a forum for women (both lawyers and non-lawyers) and their allies at the firm to discuss the issues faced by women working in the legal profession. Working in conjunction with the Women's Advancement, Voices and Equity Committee, the Group seeks to increase awareness and visibility of gender-related issues through firm engagement and initiatives.

## Women's Advancement, Voices and Equity Committee

### Melissa Winch, Chair

Assuming the mandate of the former Women's Practice Development Committee, the Women's Advancement, Voices and Equity Committee recognizes that female lawyers continue to face unique challenges at all levels of their legal careers and that their compensation, advancement, and business development opportunities continue to lag behind those of their male counterparts. From practice management skills and mentorship to training and networking opportunities, the Committee provides insights, tools, and support to facilitate women's professional and business development successes and overall advancement within the firm and the broader legal community.







# ▶ Community Partner Profile:

## An Interview with Lola Adeyemi

Lola Adeyemi is a Nigerian Canadian immigrant and the founder of “[It's Souper](#),” a food company that produces Afro-fusion soups and sauces that are distributed online and in retail stores across Canada.

Lola is the 2020 inaugural recipient of the Cassels [Black-Owned Small Business Grant](#). Created to foster a diverse and rich entrepreneurial environment, the Grant provides financial assistance and equivalent pro bono legal services to Black business owners in each of the three offices in which Cassels operates — Toronto, Calgary, and Vancouver. In 2021, the Grant supported four Calgary-based, Black business owners, with a generous financial contribution from Wheaton Precious Metals. The third installment of the Grant will launch this year for Vancouver-based, Black-owned businesses.

We spoke with Lola virtually about the challenges of starting her own business and how the Cassels Grant has impacted her mission and vision. Our conversation follows:

## 1. When did you start your business, “It’s Souper,” and what inspired you to do so?

I registered the business in June of 2018, but I had my first product available for sale in December of 2018. I wanted to fill the void in the Canadian mainstream retail space for African-inspired, ethnic foods. You’ll see an Asian, Indian, and Caribbean presence in your local grocery store, but there’s almost no African presence. And yet, we’re the biggest Black immigrant pool that comes into Canada on a yearly basis! I wanted to share love, through food, with a community that has given me so much. As a first generation African immigrant, I have had the opportunity to live and work in Canada without having to forfeit my connection to my birth country, Nigeria.

## 2. When did you come to Canada?

I came to Canada in my early twenties in April 2005. At the time, I was a student at the University of Nigeria, studying medicine. There was a lot of political unrest that was affecting the educational system there, so I seized the opportunity to come to Canada as an international student. I studied communication and writing in Winnipeg, met my husband there, and then we moved to Ontario in 2009.

## 3. What were some of the key challenges you faced in the startup stage of your business?

I come from IT, so I didn’t know how complex and complicated the food industry was, especially when it comes to African food — our unique ingredients are not easily accessible, for example. And, as a first generation immigrant, the lack of both mentorship about financial matters and exposure to a support network within the industry had a huge effect on my ability to learn and grow. Spending my savings to achieve this dream is one of the reasons why there are not that many African or Black-owned brands in the food and beverage industry. I can count on my hands how many of us there are.



*Lola with her mentor, John Hale*



A photograph of three women, Lola and her production team, standing in a kitchen or food preparation area. They are all wearing white lab coats, blue hairnets, and black face masks. The woman in the center is wearing glasses. They are standing in front of a white door or wall.

*Lola with her production team*

#### 4. In what year and in what stage of your business growth did you hear about the Cassels Black-Owned Small Business Grant?

I met Cassels at a pivotal time in 2020. I needed funding to grow the business because I'd already spent the savings that I had in 2019. I had some interest from the national grocery store chain, Sobeys, and I wanted to move into pouches, from plastic tubs. I also wanted to get a co-packer so I could focus on the operational side of the business.

There was a lot of focus on Black businesses in 2020. I found the Cassels Grant online while doing my funding research. I had applied for other grants but wasn't selected. I refined my story and presented a clearer vision for my business. I put my best foot forward and was so shocked when I got the call that I was the sole winner of the Grant. It was life changing.

#### 5. What did you plan on using the Grant for, if you won? Did those plans change?

Just the switch from plastic tubs to pouches for my four recipes was going to be \$20,000. I also wanted to develop more recipes, fulfill orders from Sobeys, hire employees, and generally get to the next level of business growth. Those plans stayed the same — I got into a co-packer, was able to pay for the pouches, and got a social media intern. The Cassels Grant is the only reason why I haven't had to try and get a bank loan for what is considered a high-risk business during the pandemic.

#### 6. How has receiving the Grant impacted you and your business?

Beyond the money, knowing that a committee of brilliant people has confirmed your business idea really gives you the confidence that your idea is feasible, that the brand, story, mission, and vision that I have for it is worth supporting. The other thing is the exposure and opportunities that being the first winner of the Grant has brought for my company. And, the impact it has had on the Black community, seeing a law firm that is predominantly white owned having the spirit and commitment to support minority communities.

## 7. How have you made use of the equivalent pro bono services that were part of the Grant?

Cassels reviewed and revised all of the paperwork associated with my corporate structure. They also revised the materials for my Canadian trademark and helped me apply for my US trademark. When I got on the reality TV program, “Dragon’s Den,” and was offered a potential deal, Cassels helped me with the due diligence on that.

## 8. You were on the Oversight Committee to review the applications for the four recipients of the 2021 Grant. How did it feel to be on the other side of that process and what were you able to uniquely contribute as a former recipient?

It was enlightening. I felt honoured that they would include me in assessing each application. I brought certain insights to the table as a bootstrapping business, former recipient of the Grant, and a member of the Black community. Seeing how difficult it is to make a decision, I respected that whole decision-making process. Every applicant has their strengths and you’re trying to make a decision that will ensure that the Grant makes a positive impact on the Black community.

## 9. If someone were to ask you what it has been like to work with Cassels as you grow your business, how would you describe that relationship?

Family. I know that seems odd, because they’re corporate and they’re lawyers but, as an immigrant, you’re always looking for ways to connect and build bridges.

The reason I connect with Cassels so much is because, beyond the grant, they continue to find ways to support me. Some of the members of the firm have become my customers. One of the lawyers offered to introduce me to someone at Export Development Canada to help me when I’m ready to start exporting my product. That continuous support — there was no gain for him — that is why I say that Cassels is like my corporate family. Family is where you feel safe and where you feel supported, so that fits. Having that family has had a huge impact on me and my business. ◀



**“IT WAS  
LIFE-CHANGING”**





# in this together:

## Forging Authentic Connections in our Communities

At Cassels, we are committed to supporting organizations that improve people's lives — through education, improvement of health outcomes, and community development. Our associates and partners are encouraged to pursue worthwhile causes and to donate their time and expertise to pro bono activities.

Through our Corporate Responsibility Committee (CRC), we embody this community-minded spirit at a firm level and invest in both organizations and relationships. This approach to forging authentic connections in the communities in which we work and live ensures that our contributions make a meaningful difference.





# in this together

## Reflecting on the Privilege of Giving Back

"There's a recognition that as a Bay Street firm, we're very privileged to do what we do and to be in a society that values our paid work so much. So, it's imperative that we give back to communities that have been less advantaged and have faced systemic racism and structural disadvantages. That's part of our professional duty and also what I think part of being a lawyer is: recognizing injustices in the world, not just for your paying clients, but also for people who are suffering in society. And then trying, in some way, to address those things. If every lawyer felt the same way, collectively, we could have a big impact."

*Ted Frankel, Co-Chair, CRC*



# Community Commitments

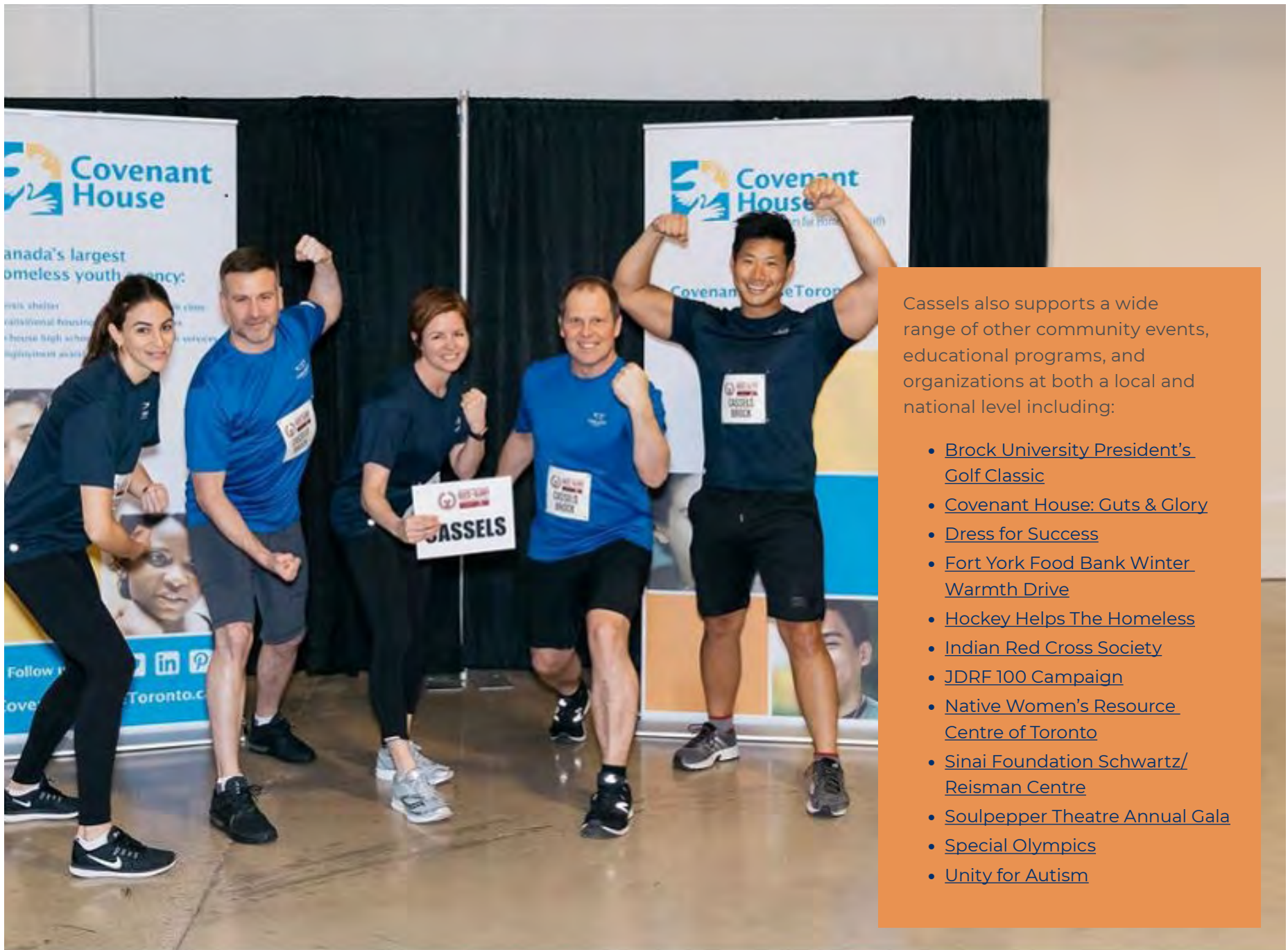
## Daffodil Ball

The Canadian Cancer Society's signature annual event in Vancouver, the [Daffodil Ball](#), has become the largest cancer fundraising event in Canada, raising \$20 million for cancer research since 1996. Cassels has been a supporter and sponsor of the Canadian Cancer Society and the Daffodil Ball for the past decade. Cassels partner Jennifer Traub has played an integral role in the planning and success of the Ball since 2014, including securing the diamonds donated by Lucara Diamond for the Gala raffle and filling the room with generous donors. Jennifer has served as the Gala Committee Chair of the Ball for the past eight years. In 2021, the Daffodil Ball raised \$1.2 million for the Canadian Cancer Society's new Centre for Cancer Prevention and Support in Vancouver. Lawyers based in the firm's Vancouver office personally sponsored the centre's Lodge Recreation Room. The Room provides those living with cancer and their caregivers a much-needed place to rest while they are undergoing treatment.

## United Way

Every day, [United Way](#) works to improve lives locally and create opportunities for everyone in our communities. Across Canada, United Way's work focuses on three key strategies: moving people from poverty to possibility; helping kids be all they can be; and building strong and healthy communities. Incorporating an Olympic theme, the firm's 2021 United Way virtual campaign included video messages from former Olympians wishing Cassels good luck with its campaign and a talk with Adam Kreek, who won a gold medal at the Beijing Olympics in 2008 in men's rowing. Cassels raised funds through the participation of staff and lawyers in a variety of virtual events (including virtual trivia and a talent show), individual donations, and a firm donation. The funds raised by the Committee helped support United Way's community work across Toronto, Vancouver, and Calgary.





Cassels also supports a wide range of other community events, educational programs, and organizations at both a local and national level including:

- [Brock University President's Golf Classic](#)
- [Covenant House: Guts & Glory](#)
- [Dress for Success](#)
- [Fort York Food Bank Winter Warmth Drive](#)
- [Hockey Helps The Homeless](#)
- [Indian Red Cross Society](#)
- [JDRC 100 Campaign](#)
- [Native Women's Resource Centre of Toronto](#)
- [Sinai Foundation Schwartz/Reisman Centre](#)
- [Soulpepper Theatre Annual Gala](#)
- [Special Olympics](#)
- [Unity for Autism](#)





in this together

## Reflecting on Making a Difference

"We're assisting 36 members of the legal profession in Afghanistan trying to get to safety in Canada through the special immigration measures program. At first, we saw it as a duty to our profession to assist these individuals, but to be able to be this passionate about a legal cause outside of the scope of day-to-day practice is the reason that Ted [Frankel] and I, and others, went to law school. We want to make a difference and to help. I think it leaves us more fulfilled as lawyers and more engaged as a firm, rallying around a common cause which we all see a real need for. It energizes the firm and it energizes us as teammates across different practice areas. It fosters great cross-collaboration and team-building while doing something that we're all aligned with."

*Carla Potter*, Co-Chair, CRC



# Pro Bono Services

## Afghanistan Crisis

Cassels is providing pro bono legal services to help our colleagues in Afghanistan, and other vulnerable Afghans, resettle in Canada. Lawyers, judges, and other individuals who provided vital support to Canada and its allies for years in Afghanistan continue to face the very real threat of retaliation by the Taliban. Many remain in hiding while others languish in precarious and untenable circumstances abroad with no clear pathway to secure resettlement.

Cassels and other members of the legal community have joined community and professional organizations in advocating for those vulnerable Afghans. Meetings were held with various government officials and public interest groups. An intense letter writing and phone call campaign to Members of Parliament urged Government officials to honour Canada's public pledge to accept vulnerable Afghans into Canada under the Special Immigration Measures (SIM) Program. The campaign also urged the Canadian government to ensure that the individuals who had provided direct assistance to the Canadian government and who had met the admission criteria of the SIM Program would have their applications processed.

Realizing that, collectively, the legal community in Canada could do more together than one firm could accomplish on its own, 21 Canadian law firms were signatories to an Open Letter to the Government of Canada in February 2022. That letter called on the Government to effectively, efficiently, and promptly fulfill its promise to admit 40,000 Afghan nationals under the SIM Program so that Afghans who had been threatened could re-start their lives in peace and security.

While significant progress on the resettlement effort has not yet been made, we are buoyed by the way the legal community has rallied together to assist these vulnerable Afghans and remain hopeful that our combined advocacy will play a critical role in helping them escape the life-threatening situation in Afghanistan.



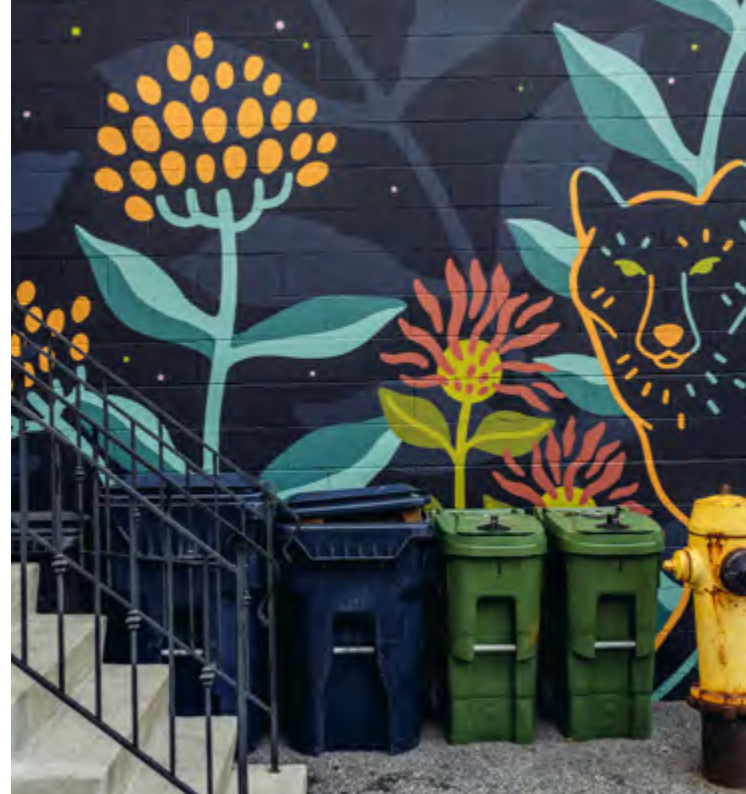


### Beltline Neighbourhoods Association

The [Beltline Neighbourhoods Association](#) (BNA) is a vibrant, grassroots community organization dedicated to the enhancement of the Beltline district in urban Calgary. BNA's flagship summer mural festival, The Beltline Urban Murals Project (BUMP), is an annual, community-driven initiative that has been transforming the centre of Calgary into an expansive, open-air urban art gallery featuring artists, murals, music, and cinema. BUMP features local, national and international artists, including many racialized and Indigenous artists. Cassels lawyers Jeremy Barretto and Marco Ciarlariello have been providing pro bono legal services to BNA for BUMP since 2019. That support includes the contractual review of agreements with the building owners who host the murals and with the participating artists. Marco also provides an intellectual property workshop for participating artists.

### RARE Theatre

Founded in 2013, [RARE Theatre](#) is a non-profit charitable community arts organization that provides a voice to disenfranchised communities through theatre. Since its inception, RARE has produced original works of theatre starring and informed by the lived experience of actors with Down's Syndrome, actors who use wheelchairs, blind and deaf performers, 2SLGBTQ+ actors, and children living through the pandemic. Cassels has been providing RARE Theatre pro bono services from day one, including support in corporate administration and employment, intellectual property, and entertainment law. Cassels has also assisted RARE Theatre in obtaining charitable status and various grants. This year, Cassels lawyers Chris Horkins, Stephen Henderson, Thea Gaertner, and Stefanie Di Francesco provided pro bono legal advice and assistance in support of RARE Theatre's production of *Children Speak*, a radio play chronicling the lives of 14 GTA-based children representing diverse and unique backgrounds during the global pandemic.





Cassels lawyers provide pro bono legal services to many other organizations and events in our communities including:

- [Canadian Constitution Foundation](#)
- [East End Boys Club](#)
- [Gambier Island Conservancy](#)
- [Hollywood North Film Awards](#)
- [Howe Sound Biosphere Region Initiative Society](#)
- [Mind & Soil Gardening Inc.](#)
- [North York Women's Shelter](#)
- [Pro Bono Ontario Special Olympics Canada](#)
- [Ronald McDonald House BC](#)
- [Young Mining Professionals Toronto](#)



A photograph of two women sitting at a wooden table, laughing heartily. The woman on the left has long blonde hair and is wearing a dark jacket over a white shirt. The woman on the right has dark hair and is wearing a grey and white patterned scarf over a light-colored top. They are both looking down at a smartphone held by the blonde woman. On the table, there are two coffee cups with brown sleeves and some small pink flowers. The background is blurred, showing an indoor setting with other people.

in this together

## Reflecting on Fitting In

"Early in my career, I felt pressure to conform to a certain image of what it meant to be a Bay Street lawyer. Not having any lawyers in my family here in Canada, my summering and articling experience was my first real exposure to working with professionals in a legal environment. There was not a lot of diversity at the firm I previously worked at in terms of race, sexual orientation, or cultural or religious background, and there were very few women, especially at the senior levels. When you are a student, you think "this is how it is everywhere" and you can get the impression that fitting in, and demonstrating to your colleagues that you are "like them," is a requirement for success. I found myself being selective in the anecdotes or experiences I shared to make myself more relatable, cherry picking my interests to keep the conversations going, instead of having the confidence to share more authentically out of a fear that being unfamiliar would be a sign that I didn't belong."

*Natasha Jimeno*, Co-Chair, IDC



# Student Community Engagement

Students at Cassels are a critical part of the future success of the firm. We hire smart, diverse, accomplished individuals whose unique attributes are welcomed and celebrated. In 2021, we retained [Dr. Hadiya Roderique](#) to review our student recruitment process nationally and to make suggestions on ways to continue to reduce bias in our recruitment process to attract the best student talent. We provide our students meaningful work opportunities, listen to their ideas, incorporate their feedback, invest in their professional growth, and foster an environment where they can thrive.

Students play an active role in our inclusion and diversity programming and initiatives within and outside the firm and are encouraged to get involved in our firm Affinity Groups. Both summer and articling students at Cassels have participated in a wide variety of charitable endeavours in our communities in past years, including:

- [AIDSbeat](#) – an annual rock ‘n’ roll battle of the bands charity bash organized by Toronto’s legal community in support of Canadian HIV and AIDS research.
- [Annual Bay Street Charity Beach Volleyball Tournament](#) – an annual fundraiser in support of a different Toronto charity each year.
- [Daily Bread Food Bank Law Firm Challenge](#) – an annual fundraising competition among articling students at law firms with offices in Toronto to fight hunger in Toronto.
- [Give a Night to World AIDs](#) – a social night event in the legal community in support of the Stephen Lewis Foundation’s fight against HIV and AIDS in Africa.
- [Power To Be](#) – a charity adventure that creates access to nature-based programs for youth, families, and adults from historically marginalized groups.
- [Ronald McDonald House Charities’ McHappy Day](#) – an annual day of community giving that supports Ronald McDonald Houses and local children’s charities across Canada.
- [Sun Life Ride to Defeat Diabetes for JDRF](#) – a virtual event among corporate Canada to raise funds towards a world without type 1 diabetes.
- [The Dodger](#) – Toronto’s premier dodgeball tournament that supports research at St. Michael’s Hospital.
- [United Way](#) – Cassels students play a key role in organizing the firm’s annual United Way campaign.





A photograph of four women standing behind a table covered with a blue cloth that has the word "Cassels" on it. The women are dressed in professional attire. The woman on the far left is wearing a patterned top and a dark skirt. The woman next to her is wearing a white top and a patterned skirt. The woman next to her is wearing a black blazer and a black skirt. The woman on the far right is wearing a black dress with a large floral pattern. They are all smiling and looking at the camera. The background shows a large window with a view of trees and a building.

in this together

## Reflecting on the Commitment to Progress

"The fact that I'm in the position I'm in, and that I got here championing inclusion and diversity as one of my very core values within the firm, I think sends a helpful message that the firm doesn't just talk the talk, but actually walks the walk. And if you look at the class of partners that we just promoted, that is a testament to what we're doing. It is one thing to bring in a diverse class from law school, it's another to retain and promote them. The hiring is not easy, but it's the easiest piece. The harder piece is creating an environment where lawyers can grow, flourish, and get promoted. Seeing such a diverse class being promoted to partnership this past year said to me we're not perfect, but we're making progress."

*Kristin Taylor*, Managing Partner

# Commitment to the Legal Community

Cassels is committed to investing in the education and development of future members of the legal profession. We directly support several law school events, student programs, groups, and awards including:

- [Annual Mentorship Roundtable and Mixer](#) – a virtual evening event hosted by the Federation of Asian Canadian Lawyers, BC Chapter. The event provides students an opportunity to speak with several lawyers to learn more about different legal practice areas.
- [Asian Law Students Association of Osgoode Hall Law School](#)
- [BC Gala](#) – an annual gala/conference hosted by the Federation of Asian Canadian Lawyers, BC Chapter. The event celebrates accomplishments within the pan-Asian Canadian legal community.
- [Black Future Lawyers](#) – a collaboration among the Faculty of Law, University of Toronto, and partner law firms to invest in the future of Canada's next generation of Black lawyers.
- [Black Law Students' Association National Conference](#) – an annual conference to support the development of Black law students in the legal community.
- [Business Law Clinic](#) – a free legal information clinic at the University of Victoria that is staffed by upper year law students who have demonstrated an interest in providing business law services to the community.
- [Cassels Cup](#) – an annual moot competition between first-year law students from the Faculty of Law, University of Toronto, and Osgoode Hall Law School, York University.
- [Hosting law firm visits](#) for groups of students historically underrepresented in the legal field: 2SLGBTQ+, internationally trained, and Black law students.
- [Indspire](#) – a national, Indigenous registered charity that invests in the education of First Nations, Inuit, and Métis people, including the sponsorship of Indigenous students to attend law school.
- [International Holocaust Remembrance Day](#) – an annual event hosted by Jewish Law Students' Associations across Ontario.
- [JD Bridges Foundation](#) – a non-profit organization that offers financial assistance and mentorship for Black students in Canada who are applying to law school.
- [JD/MBA Prize](#) – Faculty of Law, University of Windsor
- [Korean Canadian Lawyers Scholarship Program](#)
- [Law Career Day](#) – Faculty of Law, University of Calgary
- [Law in Action Within Schools](#) – an education and support program that exposes participating high school students to legal thinking and the justice system through workshops, mentorship, and employment programs.
- [Law Orientation Week](#) – Schulich School of Law, Dalhousie University
- [Lloyd Dean Moot](#) – a beginner-friendly oral advocacy competition hosted by the Black Law Students' Association at the Faculty of Law, University of Windsor. The competition targets Black undergraduate students who are traditionally underrepresented in the legal profession and offers students an opportunity to sharpen their public speaking skills and engage in legal critical analysis of equity issues.
- [Osgoode Muslim Law Students' Association](#) – a fundraiser at Osgoode Hall Law School, York University, in recognition of the fifth anniversary of the attack on a mosque in Québec City.
- [Osgoode Professionalism Award](#) – Osgoode Hall Law School, York University
- [Osgoode Women's Network](#) – Osgoode Hall Law School, York University
- [OUTLAWS Wendy Babcock Drag Show](#) – an event hosted by Osgoode Hall Law School's OUTLAWS to raise funds for the Wendy Babcock Social Justice Scholarship.
- [Student Internship in Mining Finance](#) – Faculty of Law, University of Western Ontario
- [Women in Law Dinner](#) – an annual event that brings together students, faculty, and legal professionals at the Peter A. Allard School of Law, University of British Columbia, to recognize the legal community's progress towards gender equality while drawing attention to the work that remains to be done.





# ► Community Partner Profile:

## An Interview with Steve Mesler

Steve Mesler is the co-founder, President, and CEO of "[Classroom Champions](#)," an NGO that enables world-class athletes to mentor students through technology to improve student engagement, build growth mindsets, and inspire a positive classroom culture. We spoke with the Olympic gold medalist virtually about the inspiration behind the organization that he co-founded with his sister and the firm's role in supporting the organization's vital partnerships. Our conversation follows:



1. You come from a family of teachers and yet felt ready to leave the “family business” in the classroom after a year. What inspired you and your sister to start Classroom Champions?

My sister and I grew up doing Junior Olympics in track and field. We went to the 1996 Atlanta Olympics with our family and chased Olympians to get our picture taken with them. All of a sudden, going into my third Olympics, it dawned on me that I was one of those athletes that the 10-year-old in us would have thought it was amazing to know. We wanted to share that with kids.

2. You suffered many physical setbacks in your athletic career, and made the remarkable switch from track and field to bobsledding. How do you and other Olympians and Paralympians “teach” students about the importance of resilience, tenacity and a willingness to pivot, when necessary?

We do it through role modeling, by explaining what these things are. We wanted to find a way to make what’s implicit through sport participation — setting a goal, persevering, being a good teammate — explicit in the classroom because that’s where all kids are. It took us a decade to create an infrastructure for teachers and give schools what they need in terms of a curriculum, professional development, lessons plans, and content through the athletes’ voices and stories.

3. When you think of all that Classroom Champions has accomplished in classrooms and communities internationally, what are you most proud of?

I think I’m most proud of giving teachers a way to teach these leadership skills in ways that make sense to them and is enjoyable for them. We tell kids all the time to follow their dreams and we are literally putting people who are doing that in front of kids in classrooms on a regular basis. Their teachers get to be the key master for those relationships or those learning experiences.

4. When did Cassels first begin working with Classroom Champions and how did that relationship come about?

We started Classroom Champions in 2011 and expanded it to Canada in 2013. We got to know Cassels in 2013 through a US firm that we work with and that Cassels partners with on a lot of trademark work. A member of that US firm was on our Board and we’ve had a Cassels partner on our Canadian Board since our founding in Canada. Jay King has been an instrumental Board member for the past six years and spearheads all of the firm’s pro bono work on behalf of the charity.







## 5. What kind of work does Cassels provide for Classroom Champions?

Cassels supports a wide range of needs across the charity. The firm does a lot of trademark work for us. As a growing organization working with major, global entities like the Canadian Olympic Committee (COC), NBC and CBC, we need that kind of backup and protection. They also help us navigate HR and contractual issues across the country.

Cassels helped us with our contracts with the COC to ensure Classroom Champions was protected, and with our agreements with school districts and sponsors, from contracts for gift agreements and sponsorship agreements to partnership agreements. Cassels also drafted the extensive services agreement between our Canadian and US entities which was massively impactful. Cassels does everything for us from a corporate services standpoint, with the exception of our charitable legal work.

## 6. Can you describe a couple of key initiatives for Classroom Champions that Cassels has been involved in?

One amazing project that comes to mind is our relationship with the COC, the Canadian Paralympic Committee, and Team Canada. It started going into the 2018 Olympics and continues to this day. We host an interactive curriculum site and operate country-wide live chats, working with Team Canada athletes who sit in the Team Canada House at the Olympics and talk to kids across Canada. Those kids get to meet and touch those athletes virtually over a Classroom Champions-style experience.

Cassels worked with us on the contract for the 2018 Olympics and successive programs that go into that. Much of that work had to be done over the Christmas and New Year's break, and Cassels worked with us throughout that period and was incredible to work with. We could not have done that work, or remotely afforded to do that work, without them.

Another one that comes to mind is the partnership we did with the NHL and the Willie O'Ree Documentary Team around the "Willie" movie. Cassels helped us execute that as well. Last February, Prime Minister Justin Trudeau was on a virtual panel to launch that initiative, with Ron MacLean hosting and Willie O'Ree joining kids from classrooms across Canada. Cassels ensured that the project was successful and that Classroom Champions was protected.



7. What kind of impact has the firm’s involvement with Classroom Champions had on the organization?

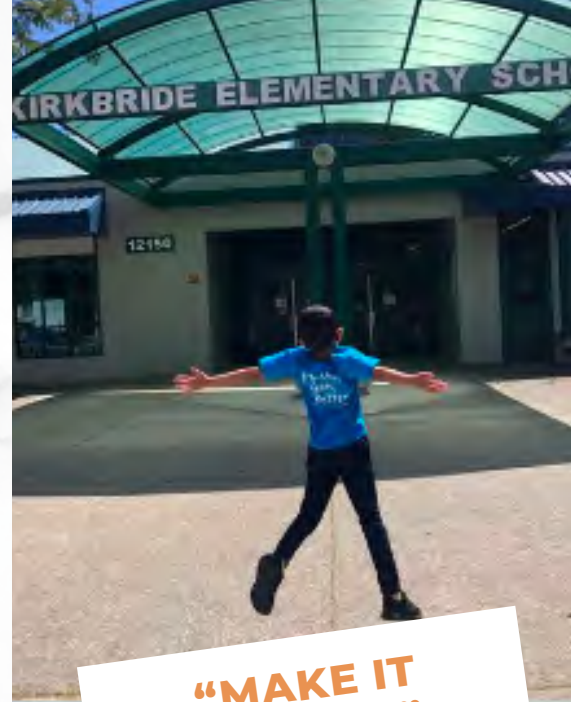
First and foremost, Cassels has helped accelerate our work five-fold through their thought leadership. The folks from Cassels who have been on our Board have helped steer the organization to take it from 30 classrooms’ worth of kids to where we are today, with tens of thousands of kids on a weekly basis, plus millions more through our partnerships. Jay [King] has been a massive help in the professionalization of our Board and our committee work.

Team Canada came to us because they wanted to execute something they weren’t capable of doing. Because of the firm’s support, we made it possible for Team Canada athletes sitting in Korea, and post-Beijing, to meet with hundreds of thousands of kids. We did a very similar thing from Parliament Hill and from Rideau Hall after those Games, and we’re doing the same thing this spring. Cassels has helped us to do the work of a \$20 million non-profit when we are a \$4 million non-profit.

8. If someone were to ask you what it has been like to work with Cassels as Classroom Champions continues to grow and thrive, how would you describe that relationship?

Ultimately, I would describe our relationship as “easy.” When the organization needs something, Jay will quarterback, find the right person, and make it happen. Cassels has always prioritized our work and that really says something, considering they do tens of thousands of dollars of legal work for us on an annual basis.

A friend from Right to Play advised me early on to find a firm that you can trust and work with because the legal fees alone, as you’re trying to build something, will limit you. Cassels has been that kind of backbone and backstop for us. They have been awesome. They’ve spoiled us. I can’t imagine doing business at Classroom Champions without Cassels there. ◀



**“MAKE IT HAPPEN”**





thriving to be seen following a dream open authenticity giving back diverse advocate encourage gratitude belonging possibilities visibility family back presence back

guidance dialogue make a difference back up assistance reconciliation expansive promote courage confirmation advancement impactful training contribute

celebrate inspiring networking participate sponsorship love generosity fulfill

collaboration investment spirit a common cause mentorship grow

rallying enable fostering building a bridge collegial supportive safe space offering buoy inclusion-focussed accessible partnership

allies sustain respectful bringing together excel potential backstop engagement team-building

enlightenment motivate sharing input resilience honouring development helping hands awareness a piece of home

We asked our colleagues and community partners to describe what it means to them to be part of an inclusive and diverse environment. This is what they told us.

We asked our colleagues and community partners to describe what it means to them to be part of an inclusive and diverse environment. This is what they told us.



## about us

Cassels Brock & Blackwell LLP is a national Canadian law firm that is focused on serving the transaction, advocacy, and advisory needs of the country's most dynamic business sectors. With one of the largest business law practices in Canada, Cassels advises startups to multinational organizations across the street and around the world.

Our entrepreneurial and agile approach to our client partnerships underscores our commitment to staying on the leading edge of business and legal trends so that we may offer practical and flexible solutions to our clients' legal challenges. Consistently cited as market leaders by *Chambers*, *Lexpert*, and *Best Lawyers*, we are uniformly driven to exceed our clients' expectations.

Our clients are at the centre of everything we do at Cassels. By fostering a culture that encourages us to be honest with ourselves and our clients, we form long-term relationships with our clients that are built on trust. We genuinely care about our clients' businesses and the challenges they face, and are dedicated to finding the options that are best aligned to their goals.

[cassels.com](https://cassels.com)



# Cassels

[cassels.com](https://cassels.com)

---

Suite 2100, Scotia Plaza  
40 King Street West  
**TORONTO, ON**  
M5H 3C2 Canada

**t:** 416 869 5300  
**f:** 416 350 8877

---

Suite 2200, HSBC Building  
885 West Georgia Street  
**VANCOUVER, BC**  
V6C 3E8 Canada

**t:** 604 691 6100  
**f:** 604 691 6120

---

Suite 3810, Bankers Hall West  
888 3rd Street South West  
**CALGARY, AB**  
T2P 5C5 Canada

**t:** 403 351 2920  
**f:** 403 648 1151