MINERVA

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GENERATIONAL WEALTH

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MINERVA
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The Women of Burgundy was founded in April 2014. Our mission is to build a community that inspires women to make investing a priority. We will move forward together, fostering curiosity, confidence and continual growth as investors.

Named after the Roman goddess of wisdom and the sponsor of arts, trade and strategy, ***Minerva*** is a Women of Burgundy publication. An inspirational call to action, the goddess Minerva embodies the highest values of wisdom, knowledge and mastery.

On front cover: Original portrait of Christina Sorbara by Joanne Tod.
Back cover: Original artwork by Holly Stapleton.

FROM *the* EDITORS

This issue marks the celebration of 10 years of our Women of Burgundy initiative and of our commitment to building a community that inspires women to make investing a priority. It also marks a commitment to expanding our mandate nationally to catalyze learning and positive contributions to women and families across Canada. In that same vein, we are excited to welcome Burgundy Vice President and Head of the firm's Vancouver office, Rachel Davies, as the co-lead of Women of Burgundy.

To further our commitment, Women of Burgundy was proud to launch our inaugural Minerva Summit in October 2023 with a focus on the theme of generational wealth. The great wealth transfer is already underway, with women in Canada expected to control $3.8 trillion in financial assets by 2028—almost double 2018 levels, according to a CIBC report.[1]

Generational wealth means more than the transfer of financial assets from one generation to the next. It is about the transfer of purpose and values that guide our decision-making. It is about the transfer of knowledge and financial acumen—the tools and strategies to preserve, sustain, and build wealth. It is about the legacy that our financial wealth will leave for our families and communities. And it is about the family systems, cultural dynamics, and relationships that surround it. When we understand generational wealth in this fulsome way, we raise our sights to a higher goal and a higher standard.

Anne Maggisano, Vice President and Founder, Women of Burgundy, and Rachel Davies, Vice President, Women of Burgundy.

In this issue, we are delighted to share the discussions and learnings from the Minerva Summit. We feature Joan DiFuria, co-founder of the Money, Meaning & Choices Institute, and a licensed psychotherapist. Joan provides a framework for building a thriving and connected family of wealth. She also explores how embracing one's wealth identity can drive better life and financial outcomes that reflect one's highest values.

In our interview with Christina Sorbara, executive and board member of her family's real estate business, the Sorbara Group of Companies, Christina shares her perspective as a third-generation wealth holder and a parent of the fourth generation. She discusses her approach to leading generational wealth in her family, as well as her path to financial stewardship and responsibility.

Kate Mostowyk also interviews Burgundy Chief Investment Officer Anne Mette de Place Filippini on her decades of experience researching businesses and speaking with entrepreneurs and owners around the world. The experience of investing in public companies teaches lessons for how wealth creators can best set up their families and businesses for long-term, multigenerational success.

Chris Clarke, CEO and co-owner of First Affiliated, specializes in working with families to manage their complex financial needs with the aim of inspiring them to build extraordinary legacies that will last for generations to come. She shares three common mistakes that wealth creators make when thinking about succession and legacy, and the steps to overcome them.

Of course, the transfer of wealth necessarily involves legal considerations. Victoria Winter and Audrey Shecter of Beard Winter LLP review the key elements of protecting assets, both through one's lifetime and when planning for the transfer of wealth upon death.

Stewardship and giving back often marks the culminating legacy of a thriving and connected family of wealth. In our Philanthropy piece, Angela Bhutani interviews Dr. Sharilyn Hale, President of Watermark Philanthropic Counsel, on the key questions that help individuals and families define their charitable goals and directions.

Finally, in our Milestones article, Elizabeth Andrews celebrates Mary Ann Shadd Cary, a Black American-Canadian activist, publisher, teacher, and lawyer who, in the mid-19th century, carved a path for women's freedom and equality.

This issue of *Minerva* features original commissioned art by prominent Canadian artists Joanne Tod, Holly Stapleton, and Shantel Miller, whose creative work brings the pages of our magazine to life.

We invite you to explore, engage with, and, above all, enjoy the seventh issue of Minerva—we believe it will speak to the ideas that matter to you as informed and successful investors.

ENDNOTES

1. Tal, Benjamin and Katherine Judge (2019). **The Changing Landscape of Women's Wealth.** CIBC World Markets. https://mma.prnewswire.com/media/829666/CIBC___Economic_Research_Canadian_women_will_control_almost__4_t.pdf

VOICES *behind* MINERVA

ANNE METTE DE PLACE FILIPPINI

Senior Vice President and Chief Investment Officer, Burgundy Asset Management. Anne Mette is also Vice President of Canada's National Ballet School Foundation and Director of the Art Gallery of Ontario Foundation Board of Trustees.

KATE MOSTOWYK

Vice President, Investment Counsellor with Burgundy's Private Client Team. Kate also serves as a Director for the Muskoka Lakes Association.

ANGELA BHUTANI

Vice President, Investment Counsellor with Burgundy's Private Client Team. Angela is a Vice Chair and Treasurer of the Burgundy Legacy Foundation and is a Director of the Canadian Opera Foundation.

LAUREN DAVIS LANDAU

Vice President, Investment Counsellor with Burgundy's Private Client Team. Lauren is also a member of the Board of Trustees for a Toronto-Based Community Foundation, and Treasurer of the West Preparatory Junior Public School Advisory Council.

CHARLES WALKER

Vice President, Investment Counsellor with Burgundy's Private Client Team. Charles also serves as a Board Member of the St. George's College Foundation.

ELIZABETH ANDREWS

Communications Associate with Burgundy's Client Experience Team. Elizabeth plays a key role in shaping Burgundy's internal and external content, and her non-fiction and fiction writing has been featured both online and in print.

Special thanks to Tiffany Huynh, Compliance Analyst on Burgundy's Legal and Compliance Team.

THE POWER *of* WEALTH IDENTITY

Wealth psychotherapist Joan DiFuria shares a framework for embracing wealth identity to drive better financial and life outcomes that reflect your highest values.

In October 2023, the Women of Burgundy hosted its inaugural Minerva Summit. The event brought together the Women of Burgundy community to share knowledge, stories, and advice on the theme of generational wealth. Our keynote speaker was Joan DiFuria, the co-founder of the Money, Meaning & Choices Institute (mmcinstitute.com), a globally recognized speaker and consultant, and a licensed psychotherapist who specializes in business and wealth psychology. Through her work, DiFuria dives deep into issues of multigenerational wealth, financial intelligence, and family legacy, which was the focus of her informative and insightful talk. Here, we present a condensed version of her keynote speech, as edited by Burgundy Vice President Rachel Davies.

After spending nearly 30 years in the field of wealth psychology, I've learned invaluable lessons about the dynamics of wealthy families. Throughout the COVID-19 pandemic, my colleagues and I had time to take a fresh look at our work. We wanted to know how we could best serve our clients. After much discussion, we arrived at the one question we wanted to answer:

"What do families of wealth desire most?" The answer? Building thriving, connected families, while using wealth as a tool to support overall flourishing.

But how do we achieve this? It requires five key elements working in concert (see below chart). It begins with defining a clear purpose and shared values. Then, families should focus on fostering thriving and connected relationships. The next stage involves effective communication and conflict resolution, which are crucial for establishing solid governance.

Often, we see intelligent and successful families trying to leap straight to stewardship and giving back. However, just as a house cannot stand without its foundation, neither can robust communication and governance structures stand without the fundamental elements of shared values and purpose. Our research and experience show that families that thrive prioritize each member's individual growth and leave no one behind.

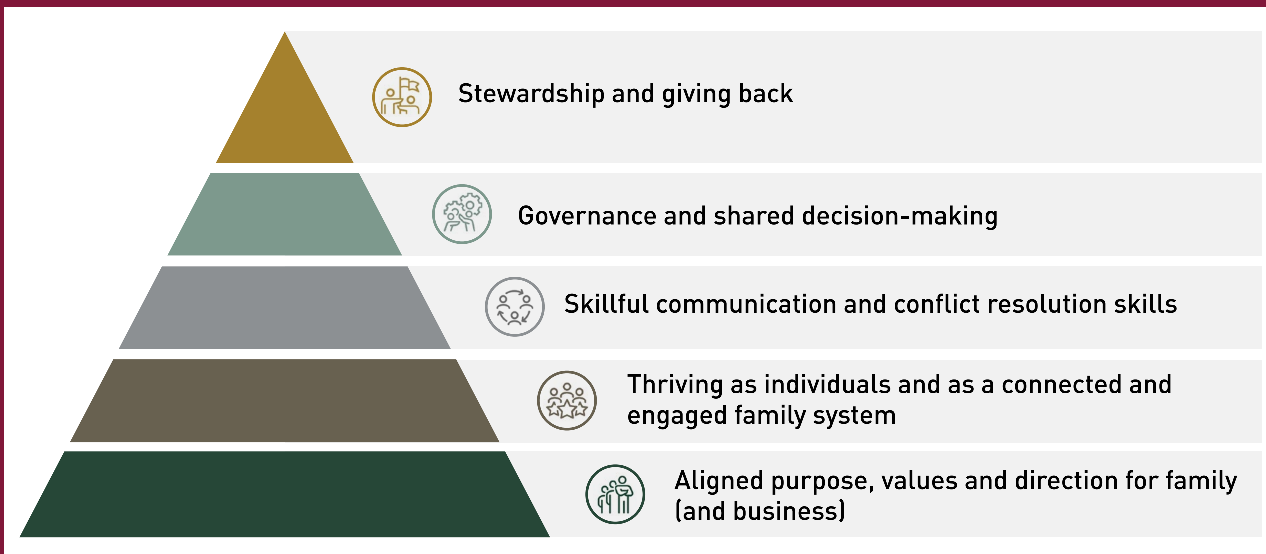
Wealth Identity: The Foundation of Financial Well-Being

Wealth identity is a valuable concept that can support the development of shared values, purpose, and, ultimately, a thriving and connected family of wealth. Understanding one's wealth identity—the interplay of personal stories, beliefs, and feelings about money—is crucial. No matter who you are or how much money you have, we all have stories about earning, saving, spending, and sharing wealth. These stories can move you toward your goals, but they can also hold you back because they influence your financial behaviour and life decisions.

Take my sense of frugality, and where it came from, as an example. My grandmother immigrated to the United States at the age of 13, and [decades later], after her husband passed away, she came to live with our family. A vivid memory I have of her is her dedicated bread crumb drawer—she never allowed us to throw away even the smallest breadcrumbs. She had a remarkable talent for transforming these breadcrumbs into delicious desserts. To this day, whenever I find myself discarding a piece of bread, I can't help but look up and say, "Sorry, Grandma." This generational story is why I am still frugal today.

Our stories are the threads that intertwine our beliefs, emotions, and values, and they are especially relevant when making financial decisions. Understanding your personal story is crucial in comprehending why you make the financial choices you do. When our stories combine with our feelings and beliefs about money, they culminate in our wealth identity, which can resonate through generations.

Parents and adult children may have very different money stories, and both parties are often hesitant to discuss their concerns, ideas, and plans with one another. Parents grapple with issues like "What, when, and how much should I tell my children about our money?" and "Should we be equitable or fair with what we give each child given they have different careers?" Children wonder: "How can I approach my parents without being seen as greedy? I would like to know their intentions, their long-term plans, and if they have their needs taken care of." Both generations have their own questions, their own money stories, and their own wealth identity.



Better Wealth Identity, Better Outcomes

Now, let's explore the four stages of wealth identity. No matter how secure you are in your relationship to money, there's room to feel more secure and more certain. Ultimately, this involves navigating through four stages, each marked by separate opportunities and challenges. It's a continuous journey that is affected by your self-esteem, values, financial literacy, and maturation at the point of entry.

Stage 1: The Honeymoon Phase

This initial stage is a time when one views their money as either entirely good or entirely bad. When money is all good, this stage is like the thrilling rush of a new romance—everything seems perfect and we're wearing rose-coloured glasses. Individuals who see money as all good, wholeheartedly embrace their wealth, basking in the glow of financial success and indulging in life's pleasures without a care in the world.

At the opposite end of the spectrum, money is seen as all bad and the root of all problems. These individuals grapple with deep-seated feelings of shame, guilt, and anxiety. Some clients frequently ask, "Do people like me for me or my money?" Trust becomes a significant issue.

Let me introduce you to Amy, a client and our heroine of wealth complexity. Amy is a successful attorney living in New York City. She is the trailblazer in her family, achieving what generations before her had only dreamed of. Amy won the lottery and came into sudden wealth. This propelled her into a whirlwind of unforeseen changes and challenges. Thanks to her newfound wealth, Amy's family, friends, and acquaintances now saw her as their personal ATM.

It took only one week for the honeymoon to end. Then Amy felt that the money was all bad. She was embarrassed to tell me her story: "I have always felt capable, but now I am feeling so vulnerable. I wish this never happened. I would gladly give this money back. My life has been turned upside down." Amy found herself feeling overwhelmed and isolated; the sheer magnitude of wealth overshadowed her identity. She said, "I lost the Amy I liked so well, and my newfound wealth leaves me adrift."

> "When our stories combine with our feelings and beliefs about money, they culminate in our wealth identity, which can resonate through generations."

Amy's story underscores a universal truth: Wealth carries a weight beyond numbers. It shapes how we perceive ourselves and how others perceive us, influencing our decisions in ways we often don't anticipate.

For individuals finding themselves in this stage, there is a straightforward strategy:

- Have fun and enjoy your wealth, but remember that the honeymoon won't last forever.
- It's crucial to plan both for life's pleasures and curve balls.
- Hold off on making any major decisions during this phase.

Stage 2: Wealth Acceptance

At this point, individuals begin to transition from the extreme emotions of the Honeymoon Phase to a more balanced and grounded perspective. The rose-coloured glasses are off, and one can now have a more realistic look at the pros and cons of their money. On the positive side, they appreciate having more choices and opportunities than before. On the flip side, they may find themselves feeling discomfort with and overwhelmed about money.

The goal of this stage is the integration of wealth into one's broader identity. It involves developing a nuanced view of how wealth influences various aspects of life. There is an emerging awareness of the complexities and responsibilities that accompany wealth, and an awareness that money comes with both opportunities and challenges.

Let's return to Amy. She initially experienced the weight of wealth as all bad during the first stage, but as she transitioned to stage two—Wealth Acceptance—she found that she had choices. Instead of saying goodbye to her career as a lawyer, she realized that she could start her own private practice that aligned with her passion for helping underserved women. For Amy, moving into stage two and developing a better wealth identity led to better outcomes.

Stage 3: Identity Consolidation

In stage three, individuals have a clearer and more confident understanding of their wealth identity. They can now clearly define their values about the saving, spending, and sharing of money, as well as their lifestyle. The choices they make are based on their values, needs, and desires. There is a realization that wealth, while a significant part of their lives, does not define them as a person; it's a tool that complements their

Top to bottom: Joan DiFuria on stage at Design Exchange; Mirjana Vladusic; Richard Rooney & Mathew Harrison at Minerva Summit

broader goals. That said, they may also find it challenging to reconcile past and present values, especially around money.

It took Amy about a year to reach stage three. She started her private practice and realized that despite her deep bond with her family, she had to set boundaries to stay true to herself. She no longer allowed herself to be their personal ATM. She also had to examine which of the family values she grew up with she still aligned with as a married woman with two young children.

She found her equilibrium. She set up an educational trust fund for her nieces and nephews, sharing her purpose with them as follows: "My value is to use my resources to help you get a good education, build a career, build self-esteem, become financially independent, and contribute to society." Amy became the conductor of her financial and life choices.

Stage 4: Achieving Balance—Time, Stewardship, and Legacy

The final stage is where money transforms from being an aspect of one's identity to a compass that is guiding one's life-long journey. Here, wealth is not just seen as a means of luxury and security. Instead, it becomes a resource for shaping needs, goals, values, and aspirations. At this stage, individuals might still be finding balance in how they wish to allocate their time.

This is when I encourage my clients to spend time reflecting on the deeper meaning and purpose of their wealth while asking themselves the following questions:

- How do I want to steward my financial resources?
- Should I spend more time traveling, more time with my loved ones, or both?
- Do I want to start a new endeavour, becoming a philanthropist, artist, or entrepreneur?
- What legacy do I want to leave?

As we all know, time is a precious resource that money cannot buy. I've repeatedly seen clients being pulled in countless directions, often leading them to lose track of how they genuinely would like to spend their time. Therefore, I remind my clients that wealth is not just a financial asset but a gift that offers the freedom to pursue what is truly meaningful in life. Whether it's finding joy in simple domestic tasks, exploring new passions, dedicating time to loved ones, or changing the world, wealth provides the flexibility to make the choice to do what is truly meaningful to you.

Amy came up with her long-term plan in stage four. She found it meaningful to focus her time and money on philanthropy, helping underserved women in her community. This was part of the legacy she wanted to live and leave.

Working on Your Wealth Identity

Regardless of whether your wealth is newly acquired or a legacy that has been passed down through generations, the goal remains the same: to achieve a state of well-being with your wealth. By acknowledging and working on your wealth identity, you open doors to choices, opportunities, emotional fulfillment, and security with the decisions you make about your money and life.

Reflect on your unique money stories. These personal narratives are the building blocks for your wealth identity, which shapes your finances, life stories, and your outcomes. I encourage you to write down your top three money stories and determine if they are moving you toward or away from your goals. This process will help you make decisions that reflect your deepest values and purpose—the foundation of the framework for building a thriving family of wealth across generations. **M**

LEADING THE WAY FOR GENERATIONAL WEALTH

By: Anne Maggisano

How to take control of your financial future—and prepare the next generation to do the same.

Christina Sorbara is a third-generation wealth holder and a parent of the fourth generation. She is an executive and board member of her family's real estate business, Sorbara Group of Companies (sorbara.com), which has been in operation for over 80 years. She is also part of the leadership group responsible for the generational wealth transfer within her family. Parallel to the business, Sorbara chairs the multi-family charitable foundation as well as her own personal charitable foundation, and she is a director on the board of the SickKids Foundation, a director on an independent school board, and an executive committee member of a U.S. college board. She also advises other families on their own charitable giving through her private consulting firm. Ultimately, for Sorbara, managing wealth encompasses a broad portfolio. In conversation with Burgundy Vice President and Investment Counsellor Anne Maggisano at the inaugural Minerva Summit in October 2023, Sorbara shared her mindset and approach to leading generational wealth.

Anne Maggisano: Welcome, Christina. We have known each other for a long time, and I'm so excited to be in conversation with you here today because you are such a shining example of what it means to take a leadership role around wealth. What was the catalyst for you to take a lead role around your wealth, and why does being a leader in this area mean so much to you?

Christina Sorbara: I'm a competitor at heart. I want to be better every day. I want to push myself. That's the value that I was born into and one that I've grown inside myself. But when you have a child who is born into a family with multi-generational wealth, you are blood-linking them to ultimate financial stewardship and responsibility. They have no choice. So, from my perspective, why not start young so they can understand and build financial acumen before they get to the moment where [their choices are] going to have consequences? I remember thinking about those consequences as a young child, but the first time I had the experience of my financial decisions having consequences was when I got married and had to sign many documents. There was no going back after that. I am constantly having to make financial decisions. Who better to lead my financial decisions than me? I'm not going to give someone that control.

AM: What did your dad do to prepare you to take a leadership role with your money?

CS: My father was a mastermind—he still is. There are several things that he continues to do to this day that have helped me, my siblings, and my cousins. One of them was to introduce us to advisors—lawyers, accountants, financial advisors—at a very young age so that we could understand the scope that we needed to manage wealth. Even though our decisions weren't weighted, at least we got to meet people and understand what questions to ask. He didn't direct us.

But the key to making this effective was that he was also available to go over statements and discuss any questions we had. Why would you invest here? What do you think about this advisor? When you have children, you realize that in very uncomfortable situations—and financial questions are uncomfortable—the value of time is all that they want. They want to feel safe. They want to feel supported. He offered that to us and he still does.

He also introduced us to philanthropy at a young age, and this is the one area that I gravitated to the most. And it was all about the [questions and] decision-making around philanthropy; not just "give the money here," but "why?" Where and how do you invest the money before it goes to charity, and what is the impact? That is something he learned from his own father that he passed on to our generation, and that we are passing on to the fourth generation. And the lesson is acknowledging the responsibility of wealth: when you have an abundance there is a responsibility to help others in some capacity.

AM: And how about your mom? How did she impact you when you think about your role?

CS: My mom's attributes are equally as important as my father's. My mother taught us the importance of relationships and how to nurture them. And I'm not just talking about my own family; we are a multi-generational, multi-family company. If you don't have a relationship of trust, how are you having conversations about intergenerational wealth and money? There's no way you could have them.

I can proudly say that across the generations and families, we all know each other. At the end of August, we had our third and fourth generations together—27 family members who wanted to be together. And last fall, we had 15 people from three generations working together to produce 300 jars of tomato sauce. The on-the-spot coordination and communication that was needed to get that done could be its own case study of building relationships.

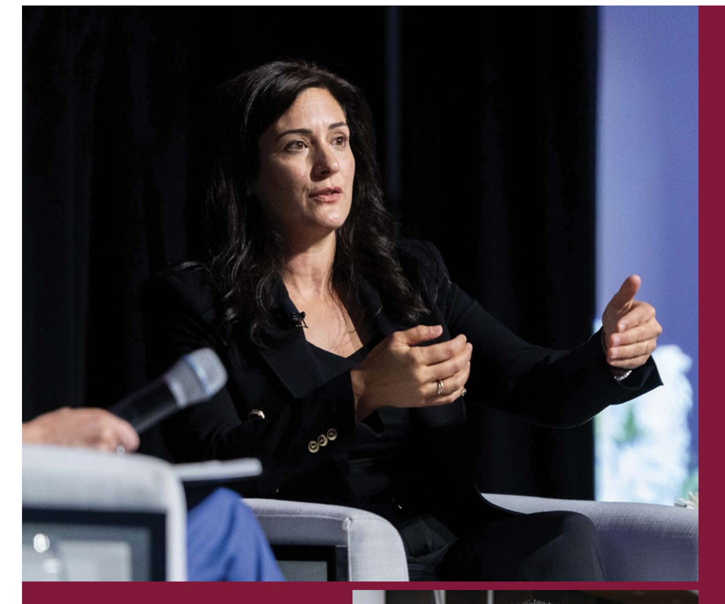
AM: From what you've described, Christina, your parents really set the foundation for you to thrive in this area. And yet, when we were preparing for this conversation, you shared with me that you have often been told: "Don't worry, I'll take care of it." Can you explain how this messaging has impacted you?

CS: I believe those words can, on the one hand, feel liberating, but, on the other hand, can be limiting your ability to make learning a priority. I heard that phrase growing up a lot, and there was a point where I was like, "Okay, that's enough. I don't want to hear that anymore." But I also know I enabled a lot of that kind of thinking. When you're younger, it's easier to have a parent or an advisor say, "Don't worry, I'll take care of that for you," because you don't know, because you're uncomfortable speaking up, or it's a tough decision and you haven't had the education to make that decision. You have to understand that with every tough decision you're not making, you're not learning. I chose to be the one to advance my financial journey and make learning a priority.

About 20 years ago, I went back to work in our family business after working in other places. I was working in our property management department as a property manager. There were other property managers, but my job description was different from their job descriptions. I didn't know that. I thought we were all doing the same things—changing doors, changing locks. But the riskier parts of the job, the dirtier parts of the job, I wasn't being given. And when I realized this, I asked my boss, who wasn't a family member, "Can I have that opportunity?" I could see the wheels in his brain thinking, "Am I supposed to do this? Maybe I shouldn't give this to her." His boss was my father. But I was very persistent. I said, "Please, I really want to try. I want to get full job experience." Well, next thing you know, it's 3 a.m., I'm in Scarborough with a locksmith, changing the lock on a tenant, and alarms are blaring. My heart was racing. I remember getting back into the locksmith's van and sliding the door shut. That was a pivotal moment. It was like I was no longer going to let someone take care of things for me. Ever since then, in whatever arena I am in, I make sure I get into the room and make those decisions. And if I don't know [what to do], I make sure I have someone there to help me.

AM: I think so many of us can relate to this messaging, especially as women in wealth, because of the social, cultural, and historical norms around gender roles as they relate to money. How did these norms play out in your family?

CS: I still face it every day. We all face cultural and gender norms. It's a reality of the world. For me, I thought to myself: "Do I want these embedded norms to define my future?" That would be the easy route—you go with the status quo, and you



Left: Anne Maggisano & Christina Sorbara at Design Exchange
Top to bottom: Christina Sorbara; Kimberly Nemeth; Helen Burstyn, Host of Minerva Summit

think you are all good. But I chose to redefine those norms [within my family and business] so that I could define my future the way I wanted my future to be. Is it hard? Yes. Do you have to go home and inflate yourself up every day? Yes, you do. But who's going to do that if not you for your own life?

I also think about my children. I want them to explicitly know that women can take a lead on wealth. Women can make financial decisions. Women can be up here. They don't need to find a man to make those decisions for them. You just have to have agency to make those changes. And you can find allies for that, you don't have to be alone anymore. My grandmother would have had to have been alone. Today, you can find groups and people who think and breathe the exact same way as you do and can help you to make the change.

Often when I talk about this subject, I think about my paternal grandfather, who came to this country over a century ago. I think he'd be surprised to know I was up here. He would be surprised about a lot of things I do. But he'd be so proud because of the values of resilience and determination that I need to recommit to every single day. Those are the exact same values that he had to have when he came to this country selling hotdogs on the corner and building a family and a business. When you drill down to it, we are guided by the exact same values.

AM: That's such a great lesson. What are the strategies that you use to thrive as an agent over your wealth?

CS: We have so many decisions every day that we need to make. One of the key strategies is to have a personal team. Who is on your immediate personal team and makes you feel safe and supported? With whom are you free to make mistakes? And it is also key to have the courage to change that team, to ask the hard questions, to put yourself at a table with people that make you uncomfortable.

One of the strategies I teach my kids is this concept of the 100-hour rule. I tell them that if they do something 16 to 18 minutes a day for a whole year, they're going to be 95 percent better than the other people in the room with them. And the notion or purpose behind this strategy is not to become a financial guru. Rather, in doing this, you are now going to have the confidence to ask the questions, the confidence to pick up the call from the advisor, and the confidence to bring your child to learn from experts today. This concept empowers me.

> "Women can make financial decisions. Women can be up here. They don't need to find a man to make those decisions for them. You just have to have agency to make those changes."

AM: I want to dive deeper into your investing journey. How did you go from being passive to being active in this area?

CS: The start of my journey was, as I said, my father introducing us to advisors when we were young. It also meant coming to educational events like the [Minerva Summit]. Over 20 years ago, I took an introduction to investing class with Tony Arrell at Burgundy. He was a great teacher.

It was one of your Women of Burgundy events, Anne, in 2015, that inspired me to take the next step. After that event, I opened my first account to learn how to engage directly with the firm and with the markets. I wanted to explore what it could mean to be an investor. At that event, you said something that stuck with me. It was the fact that because the women were in the room taking time out of their day to learn about their financial journey, they were one step closer to taking agency. I remind myself of that all the time because there are moments where I have something on my desk and I just don't do anything with it because it makes me uncomfortable. Then I remember: "Okay, maybe next week. I can do this. I know I can. I'm not the same person I was in 2015." Trust yourself. And if you make a mistake, learn and adjust.

AM: How would you describe your approach to the relationship you have with your advisors?

CS: My relationship with my advisors is very transparent. Be very direct, be very transparent with what you want and need, and manage that outcome. They're the experts, they're going to help you get it. You leverage their expertise, but you have to be the one who takes control and manages the relationship.

I remember a long time ago not really understanding that and taking more of a passive approach. But when you take a passive approach, you can't get upset with your advisors when they don't achieve what you want. You didn't even tell them what you wanted in the first place. So, I think you have to really work with your advisors to achieve your desired outcomes. And don't be afraid to change advisors if they're not working for you. There are a few advisors I have who my father and brothers don't have. For the relationship to work, you have to be able to relate at a human level. So, if the relationship is not there at a fundamental level, change.

Christina Sorbara at Minerva Summit

AM: When you think about your relationship with your children, what are you doing the same as your parents were doing when they were nurturing you in wealth? Or what are you doing differently?

CS: I'm trying to follow a lot of what my parents taught me. But one of the main differences is I'm starting with my kids very young and getting them involved in anything financial that crosses their path. My kids are 11, 10, and 10. You can imagine the ideas they come up with around money. They see it on YouTube, and they want to figure it out and talk about it—anything from fundraising to stocks, and even crypto. We invested a small amount in crypto so they could see and experience it for themselves. They experienced that big downward dip in crypto and asked, "What does that mean? Is it ever coming back?" I try to answer [any questions] as best as I can.

My job when they come up with these ideas is to encourage the conversation. I want to validate their thinking. And I want to make sure I give them time to keep learning how to relate to money. They don't even know that money is paper anymore. It's tapping on a phone now. We need to remind them.

One of the other things I do with my kids is talk about our business a lot. I want them to understand the history. Our business has been around for 81 years. I have a goal of making it to 100. By the time we get there, how far removed are they going to be? Who is telling those stories? Are they even going to work there?

The latest, Anne? The other night my kids said, "I think we need Taylor Swift to come over. We're going to take a selfie. We're going to put it on your company Instagram page, and we're going to get hundreds of thousands of followers. See what happened with the football player?" I don't want to let them down, but it's probably not going to happen. But, with that said, the importance of me telling the story is that they are already thinking and connecting things like Instagram, more followers, more money. They are already having these thought processes at such a young age. Those thought processes are something that I don't want to shut down. Because I think it's going to be beneficial for them.

AM: What a gift you're giving them by introducing them to the fundamentals of business at such an early age. When we were preparing for this conversation, you said that the measure of our success today would be if there were tangible takeaways for our guests. Do you have any final words?

CS: I will sum up what we said in three points. First: We all understand that we can take a lead in our wealth—whatever size that means—and feel confident in our ability to ask questions. Another point would be to build yourself a team—and if you don't know who should be on that team, ask someone. Come ask Anne; she can help you figure out who is on that team. Then be transparent with that team. And finally, I would end with that philanthropic lesson that my grandfather passed on to me, which is that when you're blessed with an abundance of wealth, you're also equally responsible to give back in some capacity. **M**

THE CHALLENGE *of* WEALTH TRANSFER

By: Anne Mette de Place Filippini and Kate Mostowyk

Examining the difficult transitions entrepreneurs and family-owned businesses often face and what we can learn from them.

Wealth transfer can be a significant challenge on an individual level, within a family, and from a business perspective. With decades of experience researching businesses and speaking with entrepreneurs and owners, Burgundy Chief Investment Officer Anne Mette de Place Filippini has witnessed the scope of these challenges, especially in regard to passing a business down from one generation to the next while sustaining and managing the wealth generated from it. During the Minerva Summit, she sat down with Kate Mostowyk, Vice President, Investment Counsellor for Burgundy's Private Client Team, to review success stories, some failures, and to discuss how wealth creators and entrepreneurs can best set up their families and businesses for long-term, multigenerational success.

Kate Mostowyk: In our years of working with clients and analyzing business trends, we've often encountered a startling reality in wealth management: Despite best efforts, long-term stewardship of wealth frequently falls short of expectations. According to a PWC study, only 30 percent of wealth transfers between generations succeed, with a mere 5 percent of wealth surviving to the fourth generation.[1] Anne Mette, why do you think this process is so difficult?

Anne Mette de Place Filippini: A fundamental challenge in business and wealth management is that longevity is hard. Most things do not last. Most businesses do not endure the test of time, highlighting the critical need for effective preparation and planning for transition, which are often overlooked areas.

We should also keep in mind the distinct skill sets required for building and operating a business—where wealth is often generated—versus those necessary for managing an investment portfolio. These differing competencies—creating wealth versus sustaining it—are crucial for long-term success.

The transition challenge takes on even greater significance considering recent trends. Studies indicate that 78 percent of private company owners in Canada are looking to sell or transition their businesses in the next few years. Such a significant shift in ownership represents a vital juncture for strategic business and wealth planning.

KM: You mentioned the difficulties in handing over a business to the next generation and the importance of planning. You've also dedicated many years to studying companies around the world, including in Mexico, India, China, and Brazil. Can you share an example with us?

AMDPF: I want to emphasize that we like to invest in entrepreneurial or family-owned businesses. We find there is a strong alignment of interests here because the businesses are run by people with skin in the game—they will have a drive and passion for the business. However, we are also acutely aware of the complexities surrounding transitions. A business arriving at such a complex transition raises a warning flag for us.

One example that comes to mind is Raia Drogasil, a company at which a near-failure situation played out. Today, it is a very successful fourth-generation family business and the largest publicly traded drug-store operator in Brazil. The founder ran the business for 50 years. However, not one of his seven children were actively involved in the company; instead, his four sons-in-law played a role. (He had five daughters, and in the '40s and '50s, it wasn't customary for women to become involved in business.) When the founder died suddenly, there was no succession plan in place. The business floundered due to mismanagement and part-time efforts by three of the family members. In 1966, one of the sons-in-law secured a bank loan, bought out the other relatives, and began restructuring the business, leading to its eventual success.

> "The skills needed to successfully operate a company differ greatly from the skills—preserving and growing capital—that are required to invest well."

Significant changes were implemented in 1980, including a new set of governing rules. One key rule was to prioritize the company over family interests. Another mandated that family members joining the business must have a top-tier education and prior work experience in other companies. This policy led to a blend of family and professional management up until the 2010s, with a family member serving as CEO. Now, a few family members remain involved, but the CEO is an external appointment. The family maintains its influence primarily through its role on the board of directors.

KM: What are some key considerations for us as investors when looking at founder-operated businesses as they prepare for succession?

AMDPF: Our approach in these situations is to look for a credible plan. If the business is still run by a first-generation founder who plans to hand over the reins, it's crucial for us to assess the preparedness and capability of the next generation. Successful case studies often reveal well planned and gradual transitions—mentorship from the older generation starts early, and the younger generation's shift to senior roles is incremental. This way, the next generation is allowed opportunities to learn and ultimately prove themselves along the way.

We've seen successful transitions where the next generation not only preserves the company's culture and values, but also brings new perspectives and energy, leading to improved outcomes. Strategies may

include buying out siblings or balancing the family's need for liquidity with the business's investment requirements. Sometimes, this balance is achieved by introducing new capital, either from private equity or public markets. Every situation is a little different and there is no one answer.

And if the next generation is to be primarily at the board level rather than in day-to-day operations, then the plan must involve professionalizing the management team.

KM: The investment strategy for building wealth can be quite different from sustaining wealth. Can you discuss how these approaches differ?

AMPF: Yes, I'll illustrate with an example. Last summer, I spent time with a client who had a successful career in the car-dealership industry and had built substantial wealth over time. He began with a single dealership, then expanded to several others throughout his career. Although he attempted to involve his children in the business, they were not interested and found his management style too strict. As he got older and no longer wanted to work as much, he started selling off the dealerships. He eventually sold out completely.

This transition marked a significant change for him. He went from running a business in an industry where he was an expert to handling a portfolio of liquid assets, something he neither knew how to run nor had any interest in managing. Ultimately, this client recognized he didn't have the knowledge or desire to run the family's investment portfolio. He sought advice and ended up hiring investment managers.

This situation underscores a couple challenges we often encounter. One is that our children may not share our passion for running the family business, making the transfer of management across generations a poor strategy for wealth preservation. The other is that the skills needed to successfully operate a company differ greatly from the skills—preserving and growing capital—that are required to invest well.

Significant family wealth is often created through successful ownership and growth of a business. It is a concentrated bet that is typically focused on a single business venture, requiring calculated risk taking, passion, and hard work.

Staying wealthy requires a different set of skills. It involves patience, strategic diversification, adhering to a long-term plan, and managing liquidity needs. Patience is particularly crucial, yet it's a trait that is challenging to practice in an environment dominated by sensational headlines and market volatility. Private company owners are not faced with the daily repricing of their business. Learning to manage emotions during market volatility often presents a new and challenging skill to learn. Often the best strategy is to do nothing, which can feel counterintuitive to the nature of a hardworking entrepreneur who is accustomed to being involved and making decisions.

However, at the heart of wealth preservation and growth is the appreciation of the power of compound interest, which works best when it is not interrupted. To use an analogy, an asset is like a tree that needs many years to grow. And, in order to grow, the tree we plant must be robust enough to survive the inevitable storms—just as the companies we invest in need to be resilient and adaptable in times of challenge.

> "Successful case studies often reveal well planned and gradual transitions—mentorship from the older generation starts early, and the younger generation's shift to senior roles is incremental. This way, the next generation is allowed opportunities to learn and ultimately prove themselves along the way."

KM: You mentioned that the power of compound interest is key to wealth preservation and growth. The theory of compounding is straightforward, yet it can be very hard to put into practice. Can you offer some guidance on this?

AMDPF: Getting rich slowly is an undervalued concept. Effective compounding isn't about achieving a high return, it's about maintaining returns over long periods of time. The hard part is that it requires patience because it can feel slow in the beginning when balances are smaller. It also requires us to control our emotions when volatility occurs. Compounding works best when returns are not interrupted.

We must also have realistic expectations for returns. My daughter, who is a client at Burgundy, recently asked me why her returns were not higher and mentioned that she wanted to take more risk to grow her portfolio more quickly. She also wondered if she should be owning alternative assets like cryptocurrencies and NFTs.

Top: Anne Mette de Place Filippini onstage at Minerva Summit
Bottom: Anne Mette de Place Filippini, Rachel Davies, & Anne Maggisano at Minerva Summit

As a Burgundy client, she's investing according to our quality/value investment philosophy, which entails buying great businesses at reasonable prices. We do not invest in companies that are in the early stages of development, in which the business model is not yet proven. Similarly, we do not own non-productive assets like cryptocurrencies, where there is no cash flow to estimate their worth. We consider this speculative investing, where emotions play a larger role and the probability of incurring significant losses is greater.

In my daughter's case, we discussed how slight behavioural adjustments could enhance her long-term returns without dialing up risk. She has an income and saves regularly, which positions her well to benefit from dollar-cost averaging, initiating compounding earlier. Currently, her savings accumulate in a non-interest-bearing account and are transferred to her investment account only occasionally. In terms of increasing risk, I told her I'd prefer to see her do this during times of crisis—to be greedy when there is "blood in the streets" rather than succumbing to the fear of missing out during times of greed.

Over the long term, markets go up as businesses create value. A balanced approach involves being optimistic about the future while remaining vigilant about potential setbacks. Having the right temperament is crucial in striking this balance.

KM: To summarize our discussion, business transitions are indeed hard and require significant planning and preparation.

AMPF: Yes, that's a fundamental lesson from the business world. Thoughtful and effective planning and preparation, along with continuous monitoring and assessment, are essential. Given the uncertainty of the future, it's vital to consider different scenarios and it creates more resilience.

I also want to emphasize the distinction between acquiring wealth and maintaining it. There is a journey to wealth just as businesses have their own lifecycle: starting as an entrepreneurial, founder-led venture with a focused strategy, then often evolving into a more professionalized and sometimes diversified entity, each progressing at its own pace. **M**

ENDNOTES

1. PWC. "**Once in a Lifetime: Moving Canadian Private and Family Businesses Forward.**" 2019. https://www.pwc.com/ca/en/private-company-services/assets/pwc-canada-once-in-a-lifetime-report.pdf

CREATING *an* EXTRAORDINARY LEGACY

Family wealth expert Chris Clarke shares the key steps to a successful wealth transfer—and the mistakes to avoid—when shaping an intentional family legacy.

Chris Clarke, CA, R.F.P., TEP, CFP is CEO and co-owner of First Affiliated Family Office Group, (firstaffiliated.ca) a family office firm that works with families to manage and administer their complex financial needs. She is also the author of *True Family Wealth: Love, Money and an Inspired Life*. An expert in the intersection of love, money, and legacy-building, Clarke has over 35 years of experience in helping clients preserve and grow family wealth and unity. Clarke has seen how wealth can both empower and destroy families. Her work aims to prevent the latter. In October 2023, Clarke joined Burgundy Vice President and Investment Counsellor Charles Walker at the Minerva Summit to lead a first-hand workshop detailing the ways families can use their wealth to build extraordinary legacies that will last for generations to come. An edited version of her expert guidance is shared below.

Original artwork by Holly Stapleton

When we are creating a generational wealth succession plan, we should be doing so with a view to creating an extraordinary legacy. What does that mean? When I'm working with clients, I want to help them grow and preserve family wealth, unity, and an extraordinary legacy in which every member of the family has the resources and opportunities to thrive and feel like they're part of something much bigger outside of themselves.

Why is this important? Far too often, we see the opposite happen—a life's work gets destroyed in the succession process and we see family relationships suffer because of it. By now, you've all heard the "shirt sleeves to shirt sleeves" in three generations analogy, and maybe you personally also have some experience with seeing relationships, a business, or assets dismantled during the succession process.

Every family is a universe all unto its own with its own complex dynamics, but there are three common mistakes that most wealth creators make when they're thinking about their succession and legacy. The first is that they misunderstand what generational wealth is. Second, they get stuck in historical familial roles and patterns. And third, they lovingly disempower their adult children.

To overcome these common mistakes, there are five steps that we can use as tools. However, remember that this is a journey, not a one-time fix—these five steps are something that are going to continually repeat themselves over time.

Step 1: Redefine Generational Wealth

Imagine that you're in your final year of life; hopefully, you're old and gray, sitting on a porch swing, and you're thinking about your life and your accomplishments. A genie pops out of a bottle and grants you three wishes for the next generation, enabling you to leave three of your most extraordinary and valued experiences to help them thrive. What would those three things be? What do you value most? What are your hopes for them?

Often, the answers I receive to these questions are things like wisdom, the value of hard work, the ability to work at one's passion, and to contribute positively to society. These wishes and desires we have for the next generation are founded in our values, but the definition of generational wealth, according to Investopedia, is "the financial assets passed on by one generation of family to another. Those assets can include cash, stocks, bonds, and other investments, as well as real estate and family businesses."

> Every family is a universe all unto its own with its own complex dynamics, but there are three common mistakes that most wealth creators make when they're thinking about their succession and legacy.

So when we are talking about generational wealth, we are talking about something that is far more than money—something I call true family wealth. True family wealth can't be passed on through a will; only money and property can. Yet we spend most of our time and effort on the financial capital piece. As wealth creators and wealth inheritors, we have the responsibility to groom all three pillars of true family wealth—the financial, the human, and the social capital—in a balanced and dynamic way.

Human capital refers to our self-esteem, our self-confidence, our communication skills, our emotional intelligence, our intellect, our education, our health, and our leadership skills. Social capital is more about our relating abilities with others, whether it be our family members or our communities. Philanthropy is social capital, as is our financial advisor network. Our conflict resolution skills are also social capital. It's very important that all these forms of capital be developed in a balanced way, or you're not going to build an extraordinary legacy.

Step 2: Assess Historical Familial Roles and Patterns

The second most common mistake wealth creators make is that they often get stuck in their familial roles of parent and child and the power dynamics embedded in those roles. To overcome this, you will have to think of your legacy as a business, and of your family as its leadership team.

This is something that families who own businesses have very little difficulty perceiving. Families who have more passive assets, like real estate or portfolio assets, tend not to think of their family as being in business together. But if you're willing to view your family as a business-like organization, you can create the kind of environment in which you can have those difficult conversations about money, then you can work together to build that legacy as you provide opportunities to grow the leadership team for the next generation. Businesses have been doing this for generations, they do it well, and they have a lot of tools available to support them in that process.

If people who don't know each other—and who maybe don't even like each other—

can come together in a business and gather around a common vision to lead a company into the future, can you imagine what your family can do because you love and support each other? There can be some very powerful opportunities. What if your family members had the motivation and opportunities to express their unique talents? Leadership development, teamwork to enhance results, support whenever needed, and respect for one another, are all attributes of great businesses and great families. For added success, implement policies and procedures to mitigate conflict, and include educational and training opportunities in areas identified as challenges.

Lastly, a business reinvents itself to capitalize opportunities and mitigate risks; therefore, you should do the very same thing in your family. Eliminate role dynamics by creating an environment in which you can come together in a more formal way—I call this the "Family Treasury.™" I give it a special name to indicate that you're not playing this role all the time; you're a family first and foremost. When you do this legacy-building work, you go to the Family Treasury™ and leave labels and roles at the door. You're not "mom and child" or "dad and child" anymore; instead, you're equally respected members of the team (not necessarily equal in authority or in wisdom) so that each of your contributions matter.

Step 3: Common Vision and Values

Like all great businesses, you need to have a clear and common vision for what your extraordinary legacy looks like. You can have the best team in the world, but if you don't have a clear vision and a clear path to what you're all headed toward, you're going to spin in circles and go nowhere. Have you ever shared your legacy wishes with the next generation? Have you asked them what's important to them as the next generation? What legacy do they foresee? You're probably going to find that the goals, needs, and belief patterns of wealth creators are very different from the wealth inheritors.

Finding a common legacy and common values can be very challenging when you're coming from completely different worlds, as wealth creators and wealth inheritors often do. But once again, we can do what businesses do and use some of the tools available to them to unite a group around a common vision that is founded in common values.

There's an exercise in my book that will help you work with your family to do this. I have been working with families for 35 years, and I have never once come across a family where I could not find at least five to 10 common values. Here is an example of a family's vision statement: "We invest in the personal development of our family team through authentic communication, continuous learning, and collaboration as we together grow our socially responsible investments and charitable initiatives." That is the extraordinary vision for their extraordinary legacy, and they came to it together by working on their common values.

It does have a very deep meaning when you do that work, and it brings a united front, something that all generations can be excited about. At the end of the day, the mission statement is like the beacon of a lighthouse that will guide you and your family through both difficult times and periods of smooth sailing.

Step 4: Family Roundtable

Step four is to empower your team through formal family meetings, which I call the Family Roundtable. These meetings have flip charts, agendas, and meeting minutes. Roles and cell phones are left at the door, and you can meet at a rhythm—yearly, quarterly, monthly—that suits you. It is best to meet off-site in a neutral place where everyone is treated with respect as an equally contributing member.

> "I see a family legacy as a tree where the wealth creators planted the seed. Over many, many years, they cared for that tree, they nurtured it, and healed it when it got ill. They brought in advisors and mentors to help make it the healthiest, strongest tree they possibly could."

The formal Family Roundtable is the place where you groom the wealth stewards of the next generation in a very focused, patterned way. What goes on here? Education is number one, with financial literacy training, leadership training, and skills development being a focus. Consider having professional speakers, organized book clubs, relevant field trips, listening to podcasts, having documentary movie nights, and other tools available to you to roll out your educational curriculum.

Life coaching, mentorship, and financial planning for team members also needs to happen at the Family Roundtable. Remember, if the next generation is not getting the attention that they need for their unique concerns and are not feeling inspired about their future, they're not going to be great participants in this process. So, it's important that their needs are attended to. As this develops, start estate planning when the time is right—there has to be a mature team at that point. Later, there are co-investment opportunities, family fun, shared traditions, and the building of a proud history.

From left to right: Chris Clarke & Victoria E. Winter on stage at Design Exchange; Jacoline Loewen at Minerva Summit

Communication and conflict resolution skills are also essential at the Family Roundtable. How comfortable are family members with communicating with each other openly and honestly about concerns that may be of a sensitive or difficult nature? How many people feel like there could potentially be a little bit of work to do on family communication? Likely all of us do. Once again, business comes to the rescue. Businesses use tools that we can use in our families to unite very diverse people with different backgrounds, attitudes, and communication styles. For example, Kolbe is an online diagnostic tool that family members can use to help get an understanding of their cognitive patterns. This is more about your modus operandi that you are born with; it doesn't change through your life, and it indicates how you need to get things done, how you process information, how you communicate with others, and how you need to be heard in communication.

Now, if you're still nervous about the idea of family dynamics in your formal roundtable meetings, then you can consider hiring a family facilitator. The job of a family facilitator is to help families work through some of these communication dynamics and set them off on strong footing in their meetings.

Step 5: Family Charter

The last thing that I recommend is that you document all of this in a Family Charter. Consider the Family Charter like a journal that grows and evolves over time. This is what you're going to leave behind one day. You're going to leave a record of the journey that you and your family members have taken to create an extraordinary legacy. It also will foster the kinds of conversations that are needed.

The Family Charter documents the vision and mission, the culture and the team, the collective values, policies that address family reputation, and social media presence of a family. It also outlines family-traditions and healthcare; for example, what will you do if you have a family member who has an addiction? What are the steps that you're going to take?

Also addressed is the Family Roundtable meeting process, decision-making protocols, who gets to attend and when, and what happens if members don't show up as scheduled. There are also operational governance protocols—such as the investment committee, a philanthropy committee, and a family-traditions committee—making up all the different roles that people can play. Your Family Charter should also have a place for appendices, where you put your strategic plans, your estate plans, your tax plans, and cybersecurity policies. Policies and procedures help prevent confusion in all good businesses, and they support families as well, and help move you towards your extraordinary legacy goals.

Nurturing True Family Wealth

Ultimately, I see a family legacy as a tree where the wealth creators planted the seed. Over many, many years, they cared for that tree, they nurtured it, and healed it when it got ill. They brought in advisors and mentors to help make it the healthiest, strongest tree they possibly could. It took a lot of work, a lot of time, and a lot of patience, but that tree is now producing abundant apples, and the family is enjoying those apples.

This is when the third mistake most often comes in; wealth creators may unintentionally and lovingly disempower their adult inheritors, and the reason they do that is they just keep giving them the apples. "You want another apple? Here you go. Another apple? Sure. Here are some more apples. We've got a lot." But they never take the time to teach them how to take care of the apple tree. Even worse, they never teach them how to plant, nurture, and grow their own apple tree. But true empowerment can only come from knowing how to grow your own apple tree. **M**

COVERING YOUR BASES:

TOP LEGAL CONSIDERATIONS IN THE TRANSFER OF WEALTH

What you need to know about protecting your assets and planning for the future.

Original artwork by Holly Stapleton

The legal aspects that come with generational wealth and legacy planning are important to consider, as Victoria E. Winter and Audrey A. Shecter of Beard Winter LLP (beardwinter.com) thoroughly explained during a workshop hosted by Burgundy Vice President and Investment Counsellor Lauren Davis Landau. Here, we are sharing their crucial insights when it comes to the key elements of protecting assets through your lifetime and planning for the transfer of wealth upon death in two distinct sections. First, family lawyer Shecter explores asset protection, including the safeguarding of family property in the event of a relationship breakdown and navigating the complexities of gifting or lending. Then Winter addresses the essential considerations for a comprehensive estate plan, focusing on ensuring that your legacy is conveyed exactly as intended.

Whether you aim to solidify an existing wealth-transfer plan, identify new considerations, or lay the foundation for future arrangements, this article aims to equip you with enhanced knowledge and confidence in your planning strategies and ensure you are on the right path for the eventual transition of wealth within your family.

FAMILY LAW CONSIDERATIONS

Audrey A. Shecter, B.A., M.A. M.L.S, LL.B

In the world of family law, the breakdown of relationships often brings a variety of legal challenges, particularly concerning property and asset protection. Here, I aim to shed light on the legal tools we can use to navigate these challenges and safeguard property effectively.

The Role of Domestic Contracts

Though domestic contracts are commonly known as prenups or postnups in the United States, under the *Family Law Act* in Ontario, they are called cohabitation agreements or marriage contracts. At a high level, these contracts—which must be recorded in writing and witnessed to be considered valid—address issues like the division of property and spousal support upon the breakdown of a relationship. Importantly, they are designed to allow individuals to opt out of certain legal rights and entitlements they would otherwise have as a spouse or partner.

These contracts primarily aim to exclude specific assets—anything an individual has a current, future, or contingent interest in—from being equalized or shared upon the end of a relationship. For example, an investment account earmarked for protection can be explicitly excluded from sharing in the event of a relationship breakdown. Other items often covered in domestic contracts include gifts and inheritances (like real estate, investment accounts, or shares in a family business from parents or relatives), family trust interests, and contributions to a house purchase (such as a situation in which one partner moves into a property owned by the other).

Who Needs a Domestic Contract?

Drawing from my decades of experience drafting domestic contracts, I've come to recognize certain patterns and scenarios in which these agreements are crucial. One frequent situation involves young couples who are preparing for marriage, and one partner stands to inherit or accumulate significant family wealth.

Another common scenario unfolds when individuals enter subsequent relationships. These are typically people who have been married before, are either divorced or widowed, and are now entering new partnerships later in life. They bring with them tangible assets, businesses, or children from previous relationships, and a primary concern is ensuring that their estate is passed on to their own children.

A third frequent scenario involves the purchase of property by a couple with unequal contributions to the purchase—it may even include a loan or gift from family. Consider a situation where a parent financially assists their child in buying a house. The nature of this contribution—whether it's a loan to be repaid or a straightforward gift—needs to be explicitly defined. Without such clarity, the dissolution of a relationship can turn these situations into points of contention.

In all these situations, a domestic contract isn't just a legal document; it's a framework for understanding and agreement, establishing the terms of property ownership, and avoiding future disputes.

What Happens When You Don't Have a Domestic Contract?

In the absence of a domestic contract, the division of property upon the breakdown of a marriage is governed by the *Family Law Act*, which states that all assets (property) and debts accrued during the marriage must be equalized. This process involves equally dividing the growth in value of all assets and debts as of the date of separation and subtracting out the value of property owned on the date of marriage. Each partner calculates their respective assets and debts, and the person with the higher net worth

pays half of the difference to the other. This ensures that both parties leave the marriage with equal financial standing.

Part of this process is dealing with the matrimonial home. Contrary to other assets, like Retirement Savings Plans (RSPs), where only the increase in value during the marriage is subject to equal sharing, the full value of the matrimonial home that was owned on the date of marriage and that still was a matrimonial home as of the date of separation is included in the equalization calculation. So, a person who owned a home on their own for many years before getting married, then shared that home with their spouse, might find themselves dividing its full value with their spouse upon divorce unless there is a domestic contract in place.

For unmarried couples in Ontario, the situation differs. There is no automatic legal right to property division, so if an unmarried couple separates, property is not automatically divided as it is for married couples. However, claims can still be made based on legal principles, though these cases tend to be more complex and evidence-based.

Making a Domestic Contract Enforceable

When it comes to making a domestic contract enforceable, there are several key considerations to keep in mind. Firstly, the idea of an "ironclad" contract is a myth. While we strive to provide the best protection possible, it's important to understand that any contract can potentially be challenged. Family law is also very dependent on the specific facts of each case. This reality underscores the need for meticulous drafting and thoughtful negotiation in domestic contract creation.

A crucial aspect of ensuring enforceability is the timing of the negotiation. Rushing into a lawyer's office mere weeks before a marriage is not recommended or advised. To create a robust contract, the process should ideally begin four to six months before the marriage. This lead time allows for thorough discussions and proper negotiation, significantly reducing the risk of future challenges. In cases where a marriage contract is signed after the wedding, the spouse already has certain rights under the *Family Law Act*. If they decide not to sign a post-marriage contract, the standard legal provisions apply.

Full financial disclosure is also required to make an enforceable contract. The courts have repeatedly emphasized the importance of complete transparency in financial matters. Withholding information or misrepresenting financial assets can be grounds for setting aside a contract. This transparency is both a legal requirement and a matter of fairness—it allows each party to fully understand what rights and entitlements they may be relinquishing.

> "A domestic contract isn't just a legal document; it's a framework for understanding and agreement, establishing the terms of property ownership, and avoiding future disputes."

Lastly, an element that is often overlooked but is vital in the enforceability of a contract is its overall fairness. Overly one-sided contracts, especially those that leave one party significantly disadvantaged, are more likely to be challenged and potentially set aside. The contract should not leave one party with no future financial security, particularly in long-term relationships.

And after a contract is negotiated, you have to be sure to handle finances as stated in the terms of the contract, particularly the non-co-mingling of protected funds. If, for example, someone has a protected investment account and merges a portion of it into a jointly owned home without amending the contract, they risk losing the exclusion for that portion of the funds. Maintaining clear financial boundaries is therefore critical.

ESTATE PLANNING CONSIDERATIONS

Victoria E. Winter, LL.B, TEP

An estate plan—a comprehensive strategy for transferring wealth, primarily upon death—is essential for any wealth generator, entrepreneur, or individual. While there are many dimensions to estate planning, drafting a will to detail one's asset distribution wishes is a crucial cornerstone of a good strategy.

To understand the importance of having a will, it's helpful to examine what happens to an estate without one. In Ontario, for instance, intestacy provisions apply. Any assets that are jointly held or have a beneficiary designated would pass directly to the surviving spouse or beneficiary. However, for any assets passing through the estate, intestacy provisions dictate that the first $350,000 goes to the surviving married spouse, with the remainder divided among the spouse and children. If there is no spouse or there are no children, the estate passes to the closest next of kin (like parents or siblings).

From left: Rachel Davies, Chris Clarke, Victoria E. Winter, Audrey A. Shecter, Dr. Sharilyn Hale, Joan DiFuria, & Anne Maggisano on stage at Minerva Summit

It's important to note that common-law spouses have no automatic rights under intestacy. Additionally, if a minor child is entitled to part of an estate, their share is paid into court until a guardian of property is appointed. Even if there is a surviving parent, they must apply to the court to obtain that right. This involves interaction with the Office of the Children's Lawyer, a government ministry protecting minors' rights, and it can be a particularly cumbersome process if the estate includes assets like a family home.

Issues to Consider When Preparing a Will

When preparing a will, the general principle is that it can be structured according to your wishes, with a few legal exceptions. Some items to consider:

- ***Family Law Act*:** Under this act, a married spouse can either accept what has been left to them under the will or make an equalization claim, similar to a divorce settlement, provided there is no domestic contract.
- ***Succession Law Reform Act*:** This act considers individuals who are financially dependent on you. Though you have the discretion to exclude individuals, such as a child, from your will, this exclusion is contingent on their financial independence from you. If you have been regularly providing financial support, or if you are legally obligated to do so, you can choose to exclude them; however, they have a right to make a dependence relief claim against your estate.
- **Provisions Against Public Policy:** The court may invalidate a will that includes a provision requiring a beneficiary to engage in actions considered against public policy to receive their inheritance. Examples include requiring someone to change their religion or divorce their spouse.
- **Jointly Held Property:** If an asset is held in joint tenancy with another person, it would transfer to the surviving owner outside the will. So control over the shared asset is limited if you pass away first. For example, we encounter clients who have inherited a family cottage jointly with their siblings, believing they can control their share. However, it's crucial to conduct a title search to verify the nature of the joint ownership. If the property is held as joint tenants, the interest of the deceased directly transfers to the surviving siblings, eliminating any control over what was presumed to be their share. Another common situation we see involves clients adding adult children as joint owners of assets (like bank or investment accounts) to avoid probate fees. While this approach can be effective for bypassing probate, from an

Above right: Minerva Summit panel discussion

Top to bottom: Kate Mostowyk, Sarah MacNicol, & Lisa Ritchie at Minerva Summit; Victoria E. Winter at Minerva Summit; Audrey A. Shecter speaks to the Women of Burgundy community

estate perspective it raises questions about the true intention behind the joint ownership. Was it meant for the asset to fully transfer to one child, excluding others? The Supreme Court of Canada has addressed similar cases, ruling that unless there's proof to the contrary, such jointly held assets are presumed to be part of the estate. Without careful planning, these assets can inadvertently become subject to the probate process.

- **Property on Which a Beneficiary Is Named:** In these cases, the asset (i.e. an RSP/RIF, TFSA, insurance policy) passes directly to the beneficiary outside the will. A key consideration here, especially during a separation, is the importance of keeping beneficiary designations current as they do not automatically update.
- **Business Assets Subject to Shareholder or Partnership Agreements**: When business assets are governed by shareholder or partnership agreements, the terms of these contracts prevail over the provisions of a will.
- **Income or Interest in a Trust:** If you have an interest in a trust that does not form part of your estate, it will typically be transferred according to the specific terms outlined in the trust agreement.

Complex Assets and Family Considerations in Estate Planning

With an understanding of the restrictions on what can be done with a will, we can now focus on overall estate planning. The complexity of an estate plan is not necessarily dependent on the size or value of the estate; instead, it is more often driven by the nature of the assets involved and family circumstances.

In my experience, the assets that generally necessitate more sophisticated planning strategies include the following:

- **Private Company Ownership:** Holding private company shares presents an opportunity for strategic planning to minimize probate fees. By directing these shares through a separate will, it's possible to save approximately 1.5 percent of their value (in Ontario) that would otherwise go to probate fees.
- **Business Interests:** With active businesses, it's essential to review any existing shareholder's agreements. These agreements may contain specific requirements or restrictions that come into effect upon death. And when it comes to family businesses, it's not uncommon to find that only one of the children is actively involved while the others are not. This scenario necessitates a careful examination of the succession plan for the business shares or value upon the owner's death. Typically, the family business is the major asset in the estate, so the challenge becomes developing a strategy that provides fair value to all children.
- **Foreign Assets:** If an individual owns real estate outside of Canada, that property is subject to the transfer laws of the country it's located in. To ensure that a will complies with these international legal requirements, consultation with a legal expert in that jurisdiction is often necessary—it may even be more useful to create a separate will exclusively for the foreign property to account for any distinct legal requirements.
- **Assets Co-owned with Individuals Other Than the Spouse:** Determining the true intent behind such ownership—for example, a family cottage co-owned with siblings—is crucial. Is the structure of ownership set up to reflect the true intention of all parties involved?
- **Loans or Advances Made to Children:** An increasingly common situation involves parents who have made loans or advances to their children. It's imperative to clarify the parents' intentions regarding these loans. Are they to be forgiven upon the parents' passing? Is there an intention that children are equalized? These intentions can be integrated into the will to ensure equitable treatment of all heirs when an estate is distributed.

There are also family circumstances that generally lead to more sophisticated planning, including:

- **Second Marriages:** In the context of second marriages, a critical consideration is whether a marriage contract exists and if it contains stipulations that need to be incorporated into the will. It's not uncommon in second marriages for one spouse to have significantly more assets than the other. The wealthier spouse often seeks to ensure the financial security of the surviving spouse while also wanting to guarantee that the assets ultimately come back to their respective children after both spouses have passed away. The most common solution is the establishment of a spousal trust that holds assets individually rather than jointly. Upon one spouse's death, the assets are placed into a trust for the benefit of the surviving spouse. The surviving spouse is entitled to the income from the trust and, with the trustee's permission, may also receive portions of the principal. However, the balance of the trust is protected so that it passes to the children after the surviving spouse's death.
- **Children From Previous Marriages:** Individuals who have remarried must also consider the timing of their children's inheritance. Should they receive funds immediately following death, or must they wait until the passing of the surviving spouse? It's essential to review the estate's assets to determine if there are sufficient funds to provide an immediate inheritance to the children, with the remainder allocated to the spousal trust. Certain assets, such as life insurance proceeds, which are not significantly impacted by tax implications regardless of the beneficiary, can be distributed to the children straight away.
- **Dependants with Special Needs:** If you have dependents with special needs, such as a child with a mental disability, it's advisable not to leave assets directly to them. Direct inheritance may not only be challenging for them to manage, but it can also affect their eligibility for disability support programs. To address this, a Henson Trust is often employed. This is a discretionary trust designed to provide for the dependent throughout their lifetime without compromising their right to receive government benefits. Assets are placed into the trust rather than given to them directly, and trustees are granted the ability to distribute income or capital to the beneficiary as needed, without any obligation to do so at any particular time.
- **Family Members in Other Jurisdictions:** When dealing with family members living outside Canada, it's crucial to be mindful of various legal implications. For instance, it's typically not advisable to name them as

an executor of the estate. Otherwise, there can be a requirement to post a security bond. Additionally, there can be different tax implications on inheritance outside of Canada. Strategic planning can sometimes mitigate this.

- **Foreign Citizenship:** Finally, foreign citizenship of the testator or their spouse is an important consideration, particularly with regards to U.S. citizenship. The United States taxes based on citizenship rather than residency. Careful planning is necessary to minimize potential U.S. estate tax liabilities, and this often involves working with a U.S. attorney.

Probate Planning and Fee Minimization Strategies

Probate planning is another key focus when preparing a will. Probate is the judicial process of validating a will as the final testament of the deceased. Not all assets require probate; it depends on the requirements of third parties like banks, financial institutions, or real estate registries for allowing executors to manage the assets. Probate fees vary by province or territory, and are highest in Ontario, British Columbia, and Nova Scotia.

To reduce probate fees between spouses, jointly holding assets is a common strategy, as ownership automatically transfers to the surviving owner. However, caution is needed with this approach, especially when involving children or to avoid the co-mingling of protected assets. In cases where someone is added as a joint owner solely to bypass probate, a "bare trust" arrangement can be used. Under this arrangement, the joint owner acknowledges they don't actually own the asset but are holding it to avoid probate. Then a second will is drafted to manage these jointly held assets. Additionally, using multiple wills is an effective method to bypass probate fees for assets that do not require probate, such as private company interests, outstanding loans owed to you, and personal items like art and jewelry.

Regarding assets with named beneficiaries—such as RSPs, TFSAs, and life insurance policies—it's generally preferable to name the spouse as the beneficiary for tax reasons. However, in the absence of a spouse, children can be named instead. Caution is advised with RSPs: while the proceeds are directly transferred to the named beneficiary, any tax liabilities incurred remain with the estate. This necessitates careful coordination to avoid discrepancies between the recipient of the RSP proceeds and the party responsible for the associated tax liabilities.

> "The complexity of an estate plan is not necessarily dependent on the size or value of the estate; instead, it is more often driven by the nature of the assets involved and family circumstances."

Other strategies to avoid probate fees include creating an inter vivos trust, either by transferring assets into the trust or using a prescribed rate loan. An estate freeze is another option, and is particularly useful for transferring investments to a holding company that can later pass through a secondary will. Or, if you're comfortable with the amount of assets you have, you can freeze the value of your current assets and create a trust with the new growth shares for the benefit of future generations.

Lastly, for Canadians aged 65 or older, alter ego or joint partner trusts offer a unique estate planning tool. The creator of the trust can control it and must be the sole beneficiary during their lifetime. Upon death, the trust acts as a will substitute, transferring assets, for example, to children. This structure is especially advantageous for high-value residences, as it still allows for the principal residence exemption and can hold other investments. However, it requires filing an annual tax return, which is a consideration to bear in mind.

The Importance of Powers of Attorney

It is always recommended to have powers of attorney established, and we typically prepare them concurrently with a will. The power of attorney for property, which addresses financial affairs, is particularly vital because there is no default arrangement in place. In the event of incapacity, without a power of attorney, no one—not a spouse, parent, or any other person—automatically has the right to manage or handle your assets. In such cases, your trusted person would need to apply to the court to become your guardian, which is a costly undertaking that can be easily averted with this simple document. Furthermore, powers of attorney for personal care are equally important. This document is instrumental in communicating what your specific healthcare and end-of-life wishes may be. **M**

GIVING *with* PURPOSE

The why, what, who, and how of philanthropic giving.

By: Angela Bhutani

Dr. Sharilyn Hale is the president of Watermark Philanthropic Counsel (watermarkpc.com). As a philanthropy advisor, she works one-on-one with leading philanthropists, multi-generational families, and charitable organizations to help shape and guide their philanthropy, leading to greater clarity, confidence, and impact in their giving and governance. Last October, she joined Burgundy Vice President and Investment Counsellor Angela Bhutani at the Minerva Summit to explore four key questions that help individuals and families define their charitable goals and directions.

Original artwork by Holly Stapleton

Angela Bhutani: Why is it important for women to be engaged and thoughtful in philanthropic activity?

Dr. Sharilyn Hale: Women have always been at the forefront of philanthropy, mobilizing for social change through their gifts of money, collective fundraising, and volunteer leadership. We owe a debt of gratitude to the women who came before us and helped shape the communities, practices, and laws we benefit from today. There is more to be done, so it's more important than ever for philanthropy to be on women's radars.

Increasingly, women are wealth creators, beneficiaries, and inheritors (often inheriting from their parents or a spouse). They have a growing responsibility for decision-making about how wealth is managed and allocated, increasing their philanthropic capacity and influence which will have a positive impact on society. Recognizing philanthropy is an integral element of one's overall wealth stewardship, and planning empowers women to explore purposeful uses of their wealth.

I have observed that, for many women, philanthropy also carries the potential to become a meaningful platform as they navigate change and transition in their lives, such as the death of a spouse, a divorce, or the sale of a business. These are moments when we tend to stop and ask: "What is important to me? What does this mean for how I move forward?" Philanthropy can be a path to renewed purpose, meaning, and satisfaction, bringing new dimensions to life and leadership.

AB: Do women approach philanthropy differently than men?

SH: We have research in Canada, supported by research globally, that suggests women participate in philanthropy differently. We tend to be more collaborative in our giving and more connected to our local communities, gravitating towards supporting grassroots, human services, and child-related causes. Women also tend to take longer to make major charitable giving decisions as they prioritize more robust due diligence and developing relationships with the organizations they support.

However, women are not a homogeneous group. Findings from research on women's philanthropy show variation based on age, ethnicity, education, and the urban/rural divide. Yet, there are broad themes that emerge that help us better support women in their charitable planning and decision-making, and encourage even greater giving and engagement by women.

> "Recognizing philanthropy is an integral element of one's overall wealth stewardship, and planning empowers women to explore purposeful uses of their wealth."

AB: When embarking on a new philanthropic journey, what is the first question one should ask?

SH: The first question I always start with: "Why?" This anchors your giving in a sense of purpose, which then drives everything else. What is the purpose behind, and for, the giving? What aspirations for giving do you have for yourself, your family, and your community? Where does the desire to give come from, and what values will guide you?

With or without a philanthropy advisor, taking time to reflect on the "why" behind your giving can be inspirational and fun, whether you're new to formal philanthropy or are a seasoned philanthropist wanting to pivot or deepen your experience. This exploration can result in identifying a mission and vision for your giving, and will help you articulate the values that will inform how you move forward, reach out to others, and make decisions.

AB: Once you have identified the purposes of your giving, what question comes next?

SH: The next question is to figure out the "what." What do you want to support, and what strategy will get results? Honing in on this can help bring some focus, particularly where there is not an immediate passion or alignment to a particular issue or cause.

For those who want to do good in the world but are unsure about where to focus, I invite them to think about the emotions they experience when they read something online or hear something on the news. What excites you? What inspires you? What breaks your heart? What things make you angry, where you feel a sense of injustice? These responses can provide clues to what matters most to you. When your heart is connected to your giving, it can help overcome feelings of helplessness or of being overwhelmed about the state of the world. You can respond in meaningful ways rather than throwing up your hands in despair. Philanthropy is not only about the giver. The best giving is deeply informed by and responsive to community need and opportunity.

The second aspect of the "what" is determining what we have to give. We can give our financial treasure, of course, but we can also give our time and our talent—meaning our skills and expertise. We can give our ties, which include our networks or relationships, which may be able to open doors or lead to becoming an ambassador. And we can give our testimony, which involves using our voice and advocating on issues. Understanding the full range of the assets we can harness for good allows us to leverage everything on the table.

AB: Let's move to the "who" in our planning. What is it that women and families need to consider?

SH: Identifying who will be involved in the giving and who will help support the giving is crucial. The "who" could be as simple as defining your philanthropy individually as "mine," or collectively with a partner or family as "ours." Both have implications for strategy and decision-making.

"Who?" can be an interesting question for women who are often part of extended ecosystems. Sometimes women can engage in philanthropy in their full power, presence, and personal influence. Other women may be in relationships in which they have little decision-making power or it is difficult to step out of the shadow of a wealth creator. Other women may involve close friends or work within giving circles or collaboratives in their philanthropy.

Families need to ask who will participate in the family's philanthropy, especially complex and multi-generational families. How do we structure our giving in a way that honours the interests, ages, and life stages of family members? How do we enable family members to be involved in ways that are meaningful for them, while also providing on-ramps and exit ramps so that there is clarity, transparency, and ongoing regeneration and leadership? Families are living, breathing organisms that are always changing—through marriages, births, deaths, and generational change. The more complex the family, the question of who participates, and with what criteria and responsibilities, becomes more important.

The second aspect of the "who" is other expertise that may be needed to support

Top to bottom: Angela Bhutani & Dr. Sharilyn Hale; Nese Sökmen at Minerva Summit; Julie Cordeiro; Tony Arrell & Dr. Sharilyn Hale

PHILANTHROPY

giving well, good decision-making, and strong community connection. Families who give through a private foundation may wish to appoint non-family directors to provide content expertise or to enhance deliberations, they may hire a philanthropy advisor or professional staff, and some may work with advisory councils or community foundation resources.

AB: What about engaging children in philanthropy?

SH: This is often top of mind for women, but also for most parents and grandparents. My belief is that it is never too early to expose children to and involve them in giving activities. I have spoken with countless philanthropists and generous people over the years. Many have shared that their desire to give and be involved in community stemmed from seeds planted early by parents, grandparents, or other influential people in their lives. Involvement needs to be developmentally appropriate, of course, but early experiences can be informative, giving children a glimpse of worlds outside their own and a sense of the responsibility we all have to give and be of service where we can. Even quite young children have the ability to identify ways they can be helpful, kind, and make a difference.

Approached thoughtfully, a family's philanthropy can also play a role in the wealth education and leadership development of older children and young adults. Having conversations about giving and family values, exploring community issues, participating in organized meetings and decision making, and even learning to construct budgets and read financial statements can be invaluable experiences.

AB: As investment counselors, we are most often involved in the next question—the "how" of giving. What does this entail?

SH: The "how" is the final question that we're exploring because it is easiest to tackle once you have clarity on the "why," "what," and "who." Conversations around the tactical aspects of giving are often initiated around tax efficiency. We know through research that tax efficiency is not a driving motivation for philanthropy, particularly for women philanthropists, but it is an important consideration. For example, giving appreciated securities is one of the most tax effective ways to make a charitable donation, which allows donors to give more for greater results.

Generous people often have questions about what charitable vehicle will suit them best. Private foundations and donor-advised funds both offer attractive features and benefits, depending on the circumstances of the family, the amount of charitable assets and time they want to invest, and the long-term objectives for the philanthropy. Donor-advised funds have experienced significant growth in Canada in recent years due to their increasing availability and convenience for donors. For other givers, private foundations remain the preferred option. Traditionally, philanthropies were set up to exist in perpetuity, dispersing only a small percent of the assets each year, resulting in growth of the assets over generations. While this remains a common approach, more philanthropists are questioning the merits—as are many in the community sector—with some opting instead to grant charitable assets more quickly or over a defined time frame. All of these decisions benefit from good advice and discussion.

Another element of the "how" that should not be overlooked is learning how to be a great philanthropist and a good charitable partner to organizations that you may support. Charities are wildly diverse in terms of their missions, resources, capacity, and professionalization, but are most often bona fide experts in their areas of work. Have open and candid conversations with the organizations you support to better understand their work and their challenges, and to explore what role you can play to help and not hinder their work. Read what they send you, participate where you can, and meet other supporters. You're on the same team and working towards the same goals.

These are wonderful ways to build knowledge, develop trust, and strengthen relationships, which will result in better giving and better community impact. It is not about you, but when giving is a meaningful experience, you are going to be even more joyfully generous next time—and that benefits everyone. **M**

> "When your heart is connected to your giving, it can help overcome feelings of helplessness or of being overwhelmed about the state of the world. You can respond in meaningful ways rather than throwing up your hands in despair."

Remembering MARY ANN SHADD CARY

The American-Canadian activist, publisher, and educator was the embodiment of doing more and talking less.

By: Elizabeth Andrews

Mary Ann Shadd Cary; original portrait by Shantel Miller

In 1848, abolitionist Frederick Douglass asked readers of his anti-slavery newspaper, the *North Star*, how the lives of Black Americans could be improved. He received a blunt response from a 25-year-old named Mary Ann Shadd, who wrote, "We should do more and talk less." Douglass published the letter, putting Shadd's fiery words in print for the first time. [1]

From an early age, Shadd—an anti-slavery activist, publisher, teacher, and lawyer—learned the importance of deliberate action over lofty rhetoric. Raised by abolitionist parents, her childhood home in Delaware was a station on the Underground Railroad.[2] Seeking liberation, enslaved Americans hid in these safe houses as they navigated the vast network of secret routes. It's here that the roots of her "do more" philosophy were planted.

Shadd's activism would blossom as she got older. At just 16, using her knowledge to support those around her, she opened up a school for Black children in Wilmington, DE, where few educational opportunities were available.[3] As a member of the women's suffrage movement, empowering young girls and women through education was greatly important to her. As she once wrote: "Our young women want a more vigorous, practical, and useful education to get her own living, to make her own course in life, to [countenance] any position she chooses to occupy."[4]

By 1850, she had been teaching for over a decade in towns and

> “Shadd Cary and her Black feminist peers subverted public spaces, editorial rooms, education systems, and mastheads in order to be heard.”

cities across the eastern United States.[5] That same year, congress passed the *Fugitive Slave Act*. Not only was it now illegal to help an enslaved freedom-seeker, but it was also easier for slave catchers to capture unenslaved Black Americans and sell them into slavery.[6] Around the same time, Shadd was convinced to take a teaching position in what is now Ontario (where she eventually married a businessman named Thomas J. Cary). She urged others to take refuge in the North as well. In his 1920 essay “The Damnation of Women,” W.E.B. Du Bois spoke to Shadd's tenacity during this time: “Well-educated, vivacious, with determination shining from her sharp eyes, she threw herself single-handed into the great Canadian pilgrimage when thousands of hunted black men hurried northward and crept beneath the protection of the Lion's paw.”[7]

To promote immigration and provide an outlet to tell the stories of Black Canadians, Shadd founded the anti-slavery newspaper, the *Provincial Freeman*, in 1853, cementing her as the first Black woman in North America—and first woman ever in Canada—to publish a newspaper.[8] Having her own newspaper gave her the power to steer the conversation, and the paper's motto was “self-reliance is the true road to independence.” In addition to calling for the end of slavery, the paper also championed women's rights.[9] As *CBC* writer Huda Hassan puts it: “What Shadd Cary understood was the political and social power of newspapers in disseminating reflections and information on their dire conditions, cautioning a future world under these systems.” Hassan continues, “Shadd Cary and her Black feminist peers subverted public spaces, editorial rooms, education systems, and mastheads in order to be heard.”[10] Considering the times Shadd Cary and her female contemporaries were born into, it is hard to overstate just how much courage this took. While it was a challenge financially, the *Provincial Freeman* was published for seven years.[11]

In an interview with the *Toronto Star*, Shannon Prince, former curator of the Buxton National Historic Site & Museum, discussed Shadd Cary's work beyond the paper, including her mission to help women seek financial autonomy. She founded the Colored Women's Progressive Franchise, which “enabled Black women to invest their money and buy stocks and bonds so they would not become financially dependent on men.” This was yet another way that Shadd Cary used her voice and skills to empower others. In addition to her work as an activist, editor, writer, and educator, she was also one of the first Black women to study and practice law. Prince notes that Shadd Cary attended Howard University—a historically Black school that was all-male at the time—where “they wouldn't allow her to write her law degree until she was in her 60s.” Once she got the degree, Prince adds, she “sued the university for sex discrimination.”[12]

Shadd Cary's achievements are vast, and each one is impressive in its own right. As a guide and a steward to women and her community, she exemplifies the critical role Black women played and continue to play in the fight for freedom and equality. Her bravery and tenacity are profound, and in the years since her death, her legacy lives on in the countless individuals who have been influenced by her work. **M**

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