



Raising the Standards

*Some people resign their thoughts
To lesser dreams,
Others quit the tasks before them,
Or resolve to achieve a level
For their projects and themselves
Which are merely suitable.*

*Let us break through
The limits of our constructs
And our self-created boundaries
And achieve a standard by which
Others may say:
"You have set new horizons!"*

Boris Kramer, Sculptor

Through his father Richard, the traditional blacksmith craft was passed on to Boris; at home, art and metal were part of a daily life. After completing a degree in Fine Arts at McMaster University in 1995, Boris committed his artistic future to metal and joined his father at the forge.

Alberta Business Family Institute

Vision

The Alberta Business Family Institute exists to ensure that business families continue to be key drivers of our economy.

Mission

We develop and strengthen business families by providing education and resources tailored to their unique challenges.

Values

We uphold the core values of education and family entrepreneurship by maintaining a high code of ethics, client relations, team spirit, and community development.

Alberta Business Family Leadership

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Valerie Plamondon, ABFI Edmonton Office
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celebrating 10 years of signature events...

The Alberta Business Family Institute
proudly presents an evening with

The Richardson Family

**November 6, Calgary Hyatt Regency
November 7, Edmonton Sutton Place Hotel**



Welcome

Welcome to the Alberta Business Family Institute's 10th annual Signature Event!

Each year we recognize a leading Canadian business family and ask them to share their unique story with us. This year we are honoured to welcome back the Richardsons, our very first Signature Event family. Tonight the Richardson

family will share their remarkable journey with us, including high-lights from the last decade since we first met.

Thank you for supporting this event through your attendance and sponsorship. Your support makes it possible for the Alberta Business Family Institute to help business families succeed for generations to come.

Grant Lovig
Chair, Advisory Board
Alberta Business Family Institute

The Evening's Program

Reception and Registration
Official Welcome
Richardson Business Family Video
Dinner
Dessert

Richardson Family Presentation
Moderated Discussion
Questions and Answer Period
ABFI and RBC Presentation to the Richardson Family
Closing Remarks



JAMES RICHARDSON & SONS, LIMITED
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**Moderator
Dennis Erker**

Dennis attended the University of Alberta in the Faculty of Education. He is a partner at Fairley Erker Advisory Group. He also serves as Honorary Col. Of the Loyal Edmonton Regiment.

Stemming from his involvement in the business community, Mr. Erker has had the opportunity to participate on both voluntary and corporate boards throughout his career. Dennis has been very active in the community serving in many roles with the University of Alberta, (including past-Chair of the Alberta Business Family Institute), 2001 World Championships of Athletes, and Edmonton Community Foundation. He has served as Chair on the Board for the Edmonton Eskimos, Governor of the CFL, Workers Compensation, The Citadel Theatre, Alberta Securities Commission, and the Board of Income Alberta. He is currently a Board Member of Corus Entertainment, Inc., First Canadian Insurance, Millennium Insurance, and Coal Valley Investment Corporation. Dennis is the Chair of the Honorary Colonels Council and Valour Place Society. Dennis also recently finished serving as Board Chair of Canadian Hydro Developers and served as chair of the Special Committee for the sale of this company to Transalta.

Building on a tradition of service, Hartley lends his time and experience as a Director of Canadian Pacific Railway and served for seven years as a Director of the Royal Bank of Canada. He is Chairman of the Canadian Council of Chief Executives and past Chairman of the Business Council of Manitoba. In addition, he is Chairman of the Assiniboine Park Conservancy, Co-Chair of the Trans Canada Trail Foundation, and Chair of the Board of Governors of The Duke of Edinburgh's Award Charter for Business.

The current presidency is highly regarded for the way it has positioned James Richardson & Sons, Limited as a global leader powering the new economy with a strong group of diversified core businesses and investments, assuring their future through sound planning and sustainable growth.



Carolyn A. Hursh

A Director of the Firm since 1991, Carolyn (Richardson) Hursh was appointed Chairman of the Board in 2000, following in the footsteps of her father, the Honourable James Richardson, and her uncle, George T. Richardson. As the

Firm's first non-executive Chairman, she guides the business of the Board and provides leadership for the Firm and the family.

After generations of having a family-based Board, Carolyn and Hartley formalized a new governance structure for JRSL, which for the first time included independent Directors, as well as audit, nominating, and compensation committees. *"Our independent Directors challenge our thinking and suggest alternate strategies,"* says Carolyn. *"We benefit from their outside perspective as well as their years of experience and business acumen."*

Continuing a family tradition of community service, Carolyn currently serves as Chairman of the Max Bell Foundation, a position previously held by her father. She is also a Director of Corus Entertainment, Inc. and sits on two community Advisory Boards.

Carolyn has also made it a priority to be a visible family representative of the Firm. Along with Hartley, she co-hosts corporate functions, such as the annual 25 Years' Service Awards Dinner and the JR Christmas Party, and represents the company at client appreciation events and new facility openings.

"As Chairman of a family business, it is my responsibility to keep the family connected to each other and to the business," she says. Carolyn ensures that company information is well communicated to the shareholders and every quarter; she chairs a shareholder business meeting and a private family meeting. She and Hartley also organize a biennial family conference, which brings together members of the fourth, fifth, and sixth generations for business education and team building. *"Each time we teach the next generation something about the business - including that ownership of a company is a responsibility as well as a privilege,"* Carolyn says. There are 29 members of the sixth generation, known as G6s, between the ages of 4 and 33. *"During the conference, we also have a lot of fun and adventure - each time the G6s are building their repertoire of shared experiences. In the future, as shareholders, employees, or Directors of the company, these positive relationships will help them stay together and work through trying times."*

Carolyn says it is immensely satisfying to be involved in setting the stage for the future of both the Firm and the family:

"To have a strong family business, you need to have both a strong business and a strong family. In terms of business strategy, we have well-diversified companies that are successful in their traditional core businesses at the same time as they explore new, innovative niches. From the family perspective, we are developing educated, thoughtful young men and women in the next generation who we hope will one day be ready to assume responsibility as owners and managers to lead James Richardson & Sons, Limited into the future."



Hartley T. Richardson

Hartley Richardson is the 7th family President of James Richardson & Sons, Limited. It is within his 19 years of leadership to date that the Firm has experienced its most significant growth in value.

Hartley attended the University of Manitoba, graduating with a Bachelor of Commerce (Honours) in 1977. His other designations include Honorary Doctor of Laws (LLD) degrees from the University of Manitoba and University of Winnipeg, the Order of Manitoba and, in February of 2007, he was appointed to the Order of Canada, our nation's highest civilian honour.

Prior to formally joining the Firm in 1978, Hartley began his practical education with a series of summer appointments within the grain division. He learned the fundamentals of the family business working at the Pioneer elevator in Carey, Manitoba, the Sorel and Thunder Bay port terminals, Topnotch Feeds, Green Valley Fertilizer, and Buckerfield's. He went on to hold positions of progressive responsibility in the Firm's grain and real estate operations.

According to Hartley, *"There were always discussions around the dinner table so we learned inherently about the ins and outs of running a business. It was part of our growing up. Over the years, I certainly grew more appreciative of my predecessors and all they had accomplished during their respective tenures. I recall my father saying, when you are born into this family, you have grain dust in your blood."*

Today, as President & Chief Executive Officer, Hartley Richardson has representation in an Executive or Board capacity on all of the Firm's companies. A strategic thinker, he championed the grain business' expansion into value-added food processing and its investment in the development of functional foods and nutraceuticals. In addition, Hartley advocated for the expansion of the oil and gas exploration division, making way for an unprecedented discovery in southwestern Manitoba and successful investments in the oil sands of northern Alberta. He also orchestrated the Firm's return to financial services in 2003 with the formation of two new companies.