



Virtual 2019-2020 Annual General Meeting  
October 28, 2020

Webinar Transcript Webinar

**Cheri Butt:** Carolann is a graduate from both Memorial and Dalhousie Universities, and she recently graduated with her ICD.D designation from the Institute of Corporate Directors. Welcome, Carolann.

**Carolann Harding:** Thanks, Cheri. Hi everybody. So, my first job is to call the meeting to order, and I will do that now.

I would like to introduce the Board and Executive. Along with myself on this Board we have Deborah Youden as our Vice-Chair; Amanda McCallum, Director; Michele Farrell, Director; Madeline Whelan, Director; Jennifer Roche, Director; Barbara Bragg, Director; our Treasure, Monica Martin; and our new Director, Nancy Wicks. Finishing up this year, with a wonderful few years these ladies put in, is Julie Gorman and Caron Hawco.

My next job would be to make sure that we approve the agenda. So, I'm looking for a motion to approve the agenda.

00:49:41 Julie: motion

Thank you, Julie, for the motion.

And a seconder?

00:49:49 Deborah: second

00:49:50 Michele: second

00:49:50 Nancy: 2nd

00:49:50 Amanda: I second the agenda

Excellent. Thank you, Michele.

Second, all in favour, against?

00:50:00 Amanda: yes

00:50:15 Amanda: approve

We are ready to move on to the minutes. I would like to ask all our Directors for a motion to approve the minutes from our 2019 AGM. Use the chat function again, please.

00:50:19 Michele: motion

Thank you, Michele.

I am looking for a second.

00:50:30 Deborah: second

Perfect, thank you very much, Deborah. Excellent, thank you so much.

Alright, now it is my pleasure to be able to deliver a Board Report to outline the activities that the Board has done this year. I'll just wait for the slide to change.

So, our vision is that Newfoundland and Labrador women are enabled and empowered to achieve successful careers in advanced technology and skilled trades.

Our mission, which we have worked on as well, is WRDC provides expertise, research, and services in three areas: STEM-based career exploration, education, and outreach for female youth; career development for females; and professional services for employers.

So, we did a lot of work on the strategic framework this year and set it out for the new path for 2019-2022. Through lots of passionate discussions and lots of hard work, we came up with four objectives. Diversify funding and revenue streams including the federal government, philanthropic foundations, as well as social enterprise. So, that is an area we are ready to explore. Objective two, increase and diversify industry partners for STEM activities. Partnership and collaboration mean a lot to WRDC and we are putting a lot of effort into that. Objective three, develop a strategy to address challenges experienced by underemployed females. Cheri may address this later, but this is a very exciting piece of research that we have decided that this warrants this to be done. Objective four, refresh and reimagine WRDC strategic communications and marketing to increase awareness and influence with stakeholders and identifying who those stakeholders will be.

So, we delivered on a lot of different things this year. Cheri and I attended a Community Development training program with the Social Enterprise Institute. Which was quite interesting. We have new partners this year for our 2019-2020 STEMforGIRLS including ICTC, which is new to WRDC, which is great, so we are bringing new partners and supporters in. Newfoundland and Labrador Association of Technology and Innovation (NATI), and Professional Engineers and Geoscientists. So, with these organizations and working with them, it really helps with our mandate. And we have partnered with Social Research and Demonstration Corporation which is fantastic organization based throughout Canada working on research for underemployed women. Which we have, through conversations with them, discovered this is cutting-edge research, and we are really happy to be at the forefront of that.

Our Board practices strong governance all the time. So, we did a strategic planning session in January 2020, on the night before Snowmageddon. So, that's where we all were, while everyone else was at the grocery stores buying potato chips. But we all got home safely. Programs and services have been reviewed to ensure they are aligned with the objectives and vision. We conducted overall board evaluations and individual director evaluations as well as a 360 leadership evaluation for our CEO, Cheri. Implemented a Treasurer position in the executive committee and we welcome Monica and her skillsets to that role. Created and implemented new board planning and accountability tools, so that was a joint effort with a couple of folks for sure. We really appreciate that as it really, really, helps the Board move forward to make sure we know what we are doing. Please, change the slide.

So, some of the challenges. We are constantly challenged to meet the demand for services and supports. We have a small but powerful staff, and there is not enough time in the day, but we are continually using the resources that we have to the best that we can possibly do. So, looking for new ways to fund the organization is always a challenge. That is with every organization, and it's no different with ours. What we are going to make sure that we do everything we can to develop those new funding relationships, partnership relationships. Really discover the new ways of earned revenue potential. So, 2019-2020 brought new challenges regarding public health requirements that shifted the balance. Obviously, the team worked remotely from home and the Board did not miss a beat, and we worked from home as well and continued on with our Board meetings. I have to give a shout out to the staff, Cheri and her management team that it was a challenge for everybody and they did a great job of pulling together and sometimes, from what I've heard, is that even some staff are even closer together now than they were before, certainly the remote staff, so that's great!

So, we've had a very productive year. We continue to be proactive, and continue to be collaborative, and we are now working on a detailed action plan that will see our strategic objectives and goals come to life. Other priorities include risk oversight, so the Board has been doing professional development and working out what is important, what's risk, and how to manage risk from a Board point of view. And, ongoing review of financial policies and practices, which is always good governance practice with any Board. We developed a restricted Board fund as recommended by our auditor, and good Board practices as well. And, of course, the implementation of a full strategic plan based on the framework. So, as you can see as a Board that meets every two months, we've really dove in and did a lot of work. So, this Board, while we are a governance Board, and we practice good governance, we also get the job done. So, I want to thank all the Board for all of your input and all of your hard work to get where we are today, which leads us up to March 2020. Much has happened since then, but that will be for another day.

And now I would like to introduce Cheri, well she has introduced herself already, and she is going to highlight the activities that were in support, of course, of the strategic plan and outlook for the 2019-2020 year. So, over to you Cheri.

**Cheri Butt:** Thank you, Carolann. For almost 25 years, WRDC has been changing the culture of work in industries and sectors that have historically been inaccessible and unwelcoming for women. Our success is a testament to the commitment and compassion of our partner agencies, our financial supporters, our volunteers, our Board of Directors, and our staff. I cannot overstate the impact they have had on the lives of thousands of girls and women, their families, their workplaces, their communities, and our province ... and I cannot thank them enough.

WRDC has been a key partner for advancing gender equity in workplaces and on worksites for over twenty years. Our team of experts have worked with thousands of female youth, women, educators, and employers, across all sectors and industries. We are helping develop a local diverse skilled workforce to meet the needs of our province and we're supporting industry in their efforts to create and maintain respectful and inclusive workplaces.

With private and public funding, WRDC offers a variety of programs and services to address challenges surrounding the attraction, recruitment, retention, and advancement of women in these sectors.

The accomplishments outlined in this year's report have continued to move us forward on our journey to gender equality and systemic change. Hundreds of girls had the opportunity to participate in our STEMforGIRLS programs, career development services were provided for women throughout the province, thousands of employees received training and participated in climate surveys, research projects provided evidence of what is working, and employers received the support they needed to elevate their diversity, equity and inclusion strategies.

So, while I encourage you to refer to our Annual Report for additional information on our work, it is my absolute pleasure to highlight some of our organization's activities and achievements for the 2019-2020 fiscal year.

So, we delivered Coding with Rosie to 65 girls in grades 4-6. And GUSTO with 30 girls from 2 schools, who learned about skilled trades and built their own lamps. We partnered with Husky Energy and CNA's Burin Campus to deliver Tech Tours to 45 girls in a local junior high school. And we delivered Techsploration NL from January to May 2019 with 61 girls and 9 teachers from 6 schools. In this year's program, the girls learned about trades and STEM-related careers from 57 female role models. Since 2018, close to 1000 girls have participated in our STEMforGIRLS programs.

In addition to our established STEMforGIRLS programs, WRDC also delivered several customized events with some of our partners. In June, WRDC partnered with Elevate Aviation to host an event in Happy-Valley Goose Bay to encourage more females to pursue careers in aviation. Over 80 women and girls toured the air traffic control tower and hangar and heard from female pilots, dispatch crew, plane engineers, and air traffic controllers. In September, we partnered with the Petty Harbour Mini Aquarium to celebrate Science Literacy Week with 15 grade 7-9 girls from St. Kevin's Junior High. For International Women's Day, WRDC partnered with the Newfoundland and Labrador Association of Technology and Innovation, or NATI, or as they recently rebranded

as TechNL, to host a Women in Tech Panel. Four female role models shared their experiences working in the tech sector with 52 students in grades 6-8 at Villanova Junior High School. And we continue to offer resources, training, and support for educators and community program coordinators through our NSERC funded project. Keep your eyes peeled, we will have some new stuff coming out in the coming months, with some new programs and resources in that area.

Taking the time to build trusting, collaborative, and effective relationships with women, Indigenous Groups, and community organizations is vitally important. Our career practitioners conducted 589 separate career development sessions with 222 women throughout the province. Since 2016, WRDC has worked directly with almost 1000 women. Using a client-centered approach, we have supported women who face some of the largest barriers in our province. In this 12-month reporting period, 24 of our clients graduated from a post-secondary training program and 63 clients were employed!

During this fiscal year, 56 women participated in 4 Orientation to Trades and Technology (OTT) programs delivered at the College of the North Atlantic campuses. In addition to hundreds of information sessions and meetings with various stakeholders, including employers, education institutions, and community groups, WRDC also partnered with industry to deliver 6 regional employment information sessions with 130 women. We are committed to the delivery of career services following the Canadian Standards and Guidelines for Career Development. This year, we are very proud to announce that one member of our career services team received the professional designation of Certified Career Development Practitioner, and the rest of our team are also close to completing the required components.

Our workplace diversity and inclusion specialists delivered 10 inclusive human resource strategy information sessions and presentations to over 500 professionals. We completed workplace diversity assessments and provided customized strategies and recommendations for 17 separate employers. In addition to our other EDI training, we developed and delivered 35 customized "Creating a Respectful Workplace" workshops with almost 500 participants, representing 50 different employers. Since 2016, almost 2000 participants have completed this customized training alone.

The research team completed the analysis and reporting for our Women and Gender Equality Canada project. Data collected through a literature review, online membership survey, and key informant interviews were used to create a needs assessment that will be used by our project partner Trades NL and the steering committee to develop a strategic and sustainable action plan for equity and inclusion. They also completed an analysis on data collected using an online survey to evaluate the short and long-term impact of our career development programs and services. Stay tuned for a report on our findings from this research in the near future. This year, our researchers led the design and implementation of our employee climate surveys with almost 1400 workers throughout the province. Since 2015, WRDC has worked with 18 separate employers to deliver over 3000 climate surveys. These surveys have been delivered on oil rigs, mining sites, construction sites, and in offices all over the province.

And none of this could happen without our team of highly-skilled, dedicated, and passionate women. On the screen in front of you, and next to me, I would like to introduce Kim Belbin who is our Chief Operating Officer, who keeps everything running smoothly and keeps all of our resources in place and ready for use for all of our team. We have Tracy Rideout-Fitzpatrick who looks after our research and evaluation activities. Jennifer Cheeks is the Manager of our Career Services and is located in our satellite office in central region. Jenn O'Quinn is our Administrative Assistant. Melissa AuCoin is our Marketing and Media Specialist, who helps out with our communication, marketing and media needs for all of our projects and all of our work. Lisa Birmingham one of our two Diversity and Inclusion Specialists, who do the assessments and deliver all the training. Erin Hogan, our other Diversity and Inclusion Specialist who works with employers. Demi Gibson is one of our Research Consultants. Judy Voisey is our Career and Employment Specialist in the Labrador region. Bobbi-Jo Mauger is a Career and Employment Specialist in the western region. Lisa Roestenberg a Career and Employment Specialist in the Avalon region. Cathie French is a Career and Employment Specialist for our youth programs, and Trina Porter is a Program Coordinator of our STEMforGIRLS programs.

I am absolutely honored to work with and learn from, this team of amazing professionals each and every day. While the year ended with unforeseen challenges brought about by a global pandemic, as well as public health guidelines that would impact every aspect of our work, I have to say that our Board and staff really stepped up to support the people and organizations that we work with each and every day. I am extremely proud to be apart of that group.

I am sincerely grateful to our board of directors for providing the strategic direction, oversight, and governance needed for success. A special and heartfelt thank you this year to our outgoing Chair, Carolann Harding, for her extensive contribution through multiple terms of service on the board, the executive committee, and as Chair.

While we have much to celebrate this year, there is still so much work to do--I feel like I say this every year. In 2020-2021, WRDC will continue to work with all stakeholders to transform the environment for women in trades and technology. It really does take a community to create the level of systemic change that we seek. If we continue to work together, collaborate, share ideas and resources, I believe we can get there.

So now I would like to introduce Debra Feltman, who is the Principal with Feltman and Associates, to present the 2019-2020 financial statements. Debra, if I could ask you to unmute.

**Debra Feltham:** Hi everybody. It is my pleasure to be here today and to present the financial statements subsequent to the audit that we have completed for both the Women in Resource Development Corporation and the Educational Resource Centre.

I'm going to start off, I guess, with well the Women in Resource Development Inc. So, we will start with that and Kim has the Balance Sheet and everything up for me. I do believe that

participants all have a copy of the actual audited statements so we don't have all of them in here but just some highlights that I would like to kind of bring to your attention and point out as we talk about these financial statements.

So, the cash position of the organization is up approximately 246 thousand this year over the prior year. This is largely due to the final payments for EAS, LMP, CP, NLWIC and the WAGE program.

As with the arrival of the pandemic, I think there were a lot of Government supports and agencies that were very committed to making sure that organizations such as yours really did receive what they needed to, and that the work could continue, and that there would not be interruptions.

So with that in mind, several of the funders opted to pay out the funding contracts early, and you'll see that reflected both in the increase, like I said, of approximately \$250,000 in the cash, and also in the receivables as well, which were higher subsequent to the billings that were done for the contracts.

The receivables were up again, approximately \$227,000. This relates to approximately \$340,000 from one organization, that is the Advanced Education Skills & Labour, and pretty much all of that was collected by the end of April. In addition to another \$62,000 that came from Women and Gender Equality, all collected by the end of April.

The prepaid expenses were up this year approximately \$5,800. That is largely related actually to how the timing of the payroll happened, and that the payroll ended up being paid out prior to the last day of the year, and actually covered to a couple of days after that. So normally that would be in an accrual and liability position but based on just the payment dates. That is the largest change in that balance there. The HST receivable is up approximately \$20,000. That really relates to 2 years worth of HST's being outstanding. They are in process, they have been filed, so they are in normal keeping, and we have certainly confirmed that with Kim as we were going through the process.

The accounts payable is also up. That is largely related to \$100,000, actually payable to College of the North Atlantic. That's related to some of the funding that I believe that the organization has been actually looking for several years. So, it's all done and concluded, and as of the end of May the College of the North Atlantic was paid in full.

The deferred revenue will be a reflection as you can see that is up approximately \$425,000, and that is a reflection of where the cash and receivables are up on the top part. So basically, the concept here is that the cash and receivables were up based on the billings going out for the contracts, but because the money hadn't all been spent on the programs yet, a good lion's share of that was put to the deferred revenue, so you'll see a substantial increase there in the deferred revenue. So, they really do correlate together in terms of the cash, the receivables, and that deferred revenue position.

Moving on to the Statement of Revenues and Expenditures. Just a couple of things there that I really wanted to highlight. For the most part, this obviously is a little more variable than in some organizations because it really does ebb and flow with the activities of the specific programs that are running, so some years will be up more than others based on the volume of work that gets completed in a specific program.

Advertising promotions down approximately \$6,800, that is just basically again related to some projects, and some decreased advertising activity in 2020 over 2019.

Computer expenses are also down approximately \$5,900 and that is related to additional software that was purchased for a research project in 2019, that obviously did not recur in 2020.

Conference and meeting expenses were down approximately \$6,000 in 2020, and that is based on less conferences attended by the organization.

Education and Training for OTT was up, based on OTT deliveries in 2019 that were delayed and so then they were concluded then in 2020. There were two deliveries in 2020 and any unused money there was deferred to 2021.

Equipment purchase was also up, sorry down \$9,660 and that relates to a new server and the associated equipment that was purchased in the prior year.

Other items of significant note, office and administration also down approximately \$11,500 for additional materials again that relates just to project expenses that were required for 2019 and were not used in 2020.

Salaries and benefits were up in 2020 over 2019 by \$63,000 and that is based on the first year with an Administrative Assistant role, as well as the turnover cost for two other new roles.

And last but not least, the travel was down approximately \$5,500 and that's just basically related to the decreased travel in February and March as things kind of went on a dead stop in the middle of March.

That is pretty much everything that I have to say about WRDC, so now I can turn off to ERC, just give me one sec, and ERC seemed to have been a little less impacted on terms of timing with the year-end being that Techsploration is usually offered in May so it wasn't in the process of being completed in the fiscal year, it actually did go ahead in this fiscal year 2019-2020 because it was in May 2019. So, it's a little less impacted on the Financial Statement and we'll see a little more movement I'm sure on that next year.

That being said, cash is down, sorry up, about \$3,600, receivables are down about \$6,100, basically overall the net change in the current assets is about \$5,000 down. So, from the \$231,000 to the \$226,000, about \$5,000 down. And in the liability section it's up approximately \$1,300 from the \$165,000 up from the \$164,000 in the preceding period. And that's again just related to timing differences and basically anything that is not spent in keeping with the fund policy for your accounting, anything that is not spent on the programs that has been specifically

delegated for the program is set up as a deferred. So, we do have the deferred revenue notes in both of the statements, and so you can compare those, of course, as well.

Switching off to the Statement of Revenue and Expenditures for ERC. Really the big things there to highlight, like I said a little less significance there, although a couple of things I'll point out.

So, the professional fees which are comprised of external facilitators required for HR professional development and organizational activities, they are down from the previous year by approximately \$2,900.

The Public relations and promotions is basically different by \$20,950, so down from the preceding year, as the marketing and promotion required to build into the project budgets was different.

Salaries and benefits, just a small change there, start staffing fluctuations to match the project budgets. Scholarships was something that was new, so that's the Newfoundland Hydro scholarships for women, that was in 2020 and not in 2019. Other than that, the travel, that was down by \$4,891, which was associated with project deliveries as budget less travel required in 2020.

So that is the sum of the changes, and that's my sum up of the financial statements.

**Carolann Harding:** Of course, it's my time and my dog starts to bark. And Deborah you had sirens in the background. So, thank you very much everybody I know exactly what time it is the kids are walking up the street from school but that's okay. Thank you very much for that, we've worked hard. Thank you to Cheri, Kim, and Monica. It was a really nice seamless transition through reporting and reviewing the financial statements, so I want to thank you for that. Feltham and Associates just finished their third year as auditors, and they have another two years left to go, so it's a five-year appointment and then we will look for a new auditor at that time. So, my last message as outgoing Chair of the Board, it's a bit bittersweet, it's been a long time. So, after hearing the stats that Cheri shared with us, I mean it's no wonder we love to do what we do, and we volunteer and believe in WRDC. So, I was trying to very quickly add up all the numbers and I couldn't keep up, trying to add up all the numbers of the people and businesses that we do affect. When you hear the personal stories and when you speak to people like Cathy Dutton, who is online I believe today, she has the history, and she knows how important this is to women and girls. Cathy certainly has her own stories with her own daughter who is an engineer, and I have three daughters of my own so it's rather important. So, I just want to take a quick – a little read through my last message as outgoing chair. So, did we rise to the challenge this year? We sure did. It was a challenging but really rewarding year. With a dedicated Board of Directors supported by Cheri and her entire team, the 2019-2020 fiscal year was incredibly productive. The Board created and implemented new Board planning and accountability tools, and some of this I mentioned already, created a strategic plan, reviewed programs and services, and we conducted overall evaluations, which are very important things to do. So, we feel that

evaluations-you need to measure, right? what you do. We have also reinstated the Treasurer's position to an executive committee, which is fantastic.

I am happy to say our Board members are well engaged on the issues and opportunities and are all collaborative decision-makers. Which is really, what I wanted to bring to this Board, is that everyone adds value and collaboration is really fundamental. Individual Board members bring not only superb skills but also passion for the organization, ensuring WRDC remains well-governed and positioned for the future. With the addition of a new Treasurer, our Executive Committee is now complete with incredible relevant skills to be even more effective to help Cheri and her team.

I just wanted to say thank you again to Julie, I know she is on here today. Thank you for the time you put in over your term and your skillset has been most appreciated. And as well as with Caron Hawco, and her skillset. Caron moved on in April, but I just wanted to send a heartfelt thank you from me to you. One other personal heartfelt thank you before I end it off – I figure it's better to put it in the middle and not be teary-eyed at the end – is a thank you to all of the Board. It was challenging but incredibly rewarding—I wasn't supposed to do this. So, thanks for your passion, your friendship, it means a lot. Ok, regroup. Aight Amanda, take note, this is tough stuff.

So, we are excited to bring our new strategic plan to life and Cheri and her team will guide the whole organization through that. And I know, Cheri, in particular, guides the staff with such respect, and she knows what to do to get it done. So, the new example of a creative relationship is with SRDC, and I think that the outcome of that is going to be really beneficial to a lot of women across – not just our province, but all through our borders – all of Canada's borders. So, we're onto something big here, and I think that's really good.

So, as a governance Board, we have spent much time this past year strategically thinking about the future, and where does it sit, and where do we fit in the ecosystem, and how do we develop those relationships with the tech organizations, and we've done it, and we continue to do that. We ended off the year with the beginning of COVID, which hit us all with a bang and it makes snowmageddon look like a birthday party, in comparison to what has happened since March. The team at WRDC maneuvered through the unknown with precision, as well as the Board. Work at all levels continued to be collaborative, thoughtful, inclusive, and forward-thinking. And the individual's needs were met and the work continued. I wanted to thank all the staff for that, and I know it's not easy, and I appreciated everything and all the patience and efforts that everybody put in.

So, this coming year will be focused on building partner engagement, so what does that look like? Who are our stakeholders? What does it mean? And really making sure we do the best that we can do. Rolling out the strategic plan and guiding WRDC through the new economic environment in which we work. And it's different, and it's not necessarily better or worse, but it's really different, and we have to sort of have a big talk with ourselves to say humm, you know, is this ever going to be the same? And it may not. However this will look, be assured we will

serve the needs of women, girls, and industry as we need to. And my printer out of the blue started to run.

So, thank you for your support this past year, without your belief in WRDC and what we do, we would not be able to execute all the good work we do. We are making a difference together and we are happy to share in the celebration with everybody because it takes a village. Let's continue the conversation on how we can engage to add value. And I still have a year left on the Board, and I'm still 100 % committed to the work and to everything that I can add value as much as I can. So, as I hand the reins over to Amanda, you're in good hands. And Amanda, you've got Deb and Deb rocks. And you've got Monica, and she's already proven herself, so please, Monica, stick around. And everybody else on the Board, you've added so much to my life and so much to the Board, organization, and Cheri. So, now it's my pleasure- and happy tears here- I'm going to hand it over to Amanda, and it's my pleasure to introduce your new chair, Amanda.

**Amanda McCullam:** Thank you, Carolann. You're going to be a very hard act to follow for sure. For the coming 2020-2021 year, I'm really pleased to step into the Chairs role and certainly follow Carolann's in this position. Carolann has obviously led the Board through a very challenging year and certainly was able to apply her considerable experience to serve WRDC's Board superbly and certainly her very own unique and eloquent style. So, on behalf of the Board of Directors, it is my absolute pleasure to thank Carolann for her expertise, for her dedication, and her perseverance, and we are certainly honored and delighted that you're going to be sticking around for another year to work with all of us.

But as AGM's change like the tides, each year it becomes an occasion of renewal. It is a time to reflect on the past year and to look ahead as we continue to embrace our challenges ahead. And this year certainly has required everyone to pivot, to be much more resilient, and to be innovative thinkers. It has required our staff to think outside the box, and to find new ways to deliver programs and services. Everyone has certainly done so without missing a beat. WRDC's staff have proven more than capable of continuing and extending the reach and reputation of the organization. The WRDC of today is a very different organization from the one that I joined in 2017. This year, as Carolann mentioned, as well as Cheri, the Board has established high-level priorities as part of developing a new strategic framework. This new strategic direction will bode well for what this organization in the coming year ahead. We are ready for the challenges, within the ranks of the Board, and as well as the staff ranks. So, I guess, as my first official role as your incoming Chair I want to thank our fellow Board of Directors. I want to thank the entire management team, Cheri and Kim, to the entire staff, and to all of our stakeholders, our numerous volunteers, who contribute to our programs and services. Thank you for being such an important part of this program, and as well as our journey going forward.

WRDC is underpinned by its vision to enable and empower Newfoundland and Labrador women to achieve successful careers in advanced technology and skilled trades. We encourage and invite all our stakeholders to engage with us as we strive to raise our game yet again.

Let us continue to work together to accrue on our tremendous strengths, and to leverage those opportunities on which we can build robust benefits for women in trades and technology in this province. I'd like to thank everyone for attending, and this certainly concludes our 2019-2020 AGM, and I officially adjourn this meeting. I'm going to pass things back to Cheri, just for the final word. Cheri.

**Cheri Butt:** So, Kim, I'll get you to just stop the presentation or stop the screen sharing and bring our Board back up the screen for everyone to see. Thank you to the Board of Directors. Thank you, Carolann, I've said it once, I'm not going to keep going on it, thank you so much for all you've done. A heartfelt thanks to the staff, for everything that they've accomplished and their dedication day after day in the work that they do. I'd also like to thank everyone for attending today. I've been taking a quick look here, and I guess we've covered things off fairly well since I don't see any questions in the function below. However, if anyone who's in attendance, would like to talk with us, would like to chat about opportunities, is interested in learning more about what we do, see opportunities for collaboration or partnerships, or you have any questions at all, please feel free to reach out to me, reach out to the organization. I am a huge believer in collaboration and partnerships and the more we share our resources, our ideas, and you know, our work the more effective we will be, and the better we'll be able to accomplish our goals. So, once again, thank you to everyone for attending today's meeting. We wish you all a great day and stay connected with us on our social media channels. Hook on, or take a look on our website, put your name in to be on our contact list, so we can be sure to let you know about many of the upcoming exciting events and initiatives that we see happening, or that we're planning for, in the coming months, and in the upcoming year. So, thank you all again, and have a great day.