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# 2019 ANNUAL REPORT











## ABOUT THE CANADIAN TAXPAYERS FEDERATION

The Canadian Taxpayers Federation (CTF) is a federally incorporated, not-for-profit citizens' group dedicated to lower taxes, less waste and accountable government.

The CTF was founded in Saskatchewan in 1990 when the Association of Saskatchewan Taxpayers and the Resolution One Association of Alberta joined forces to create a national organization. At the end of 2019, the CTF had 235,000 supporters nationwide.

The CTF maintains a federal office in Ottawa and regional offices in British Columbia, Alberta, Prairie (Saskatchewan and Manitoba), Ontario, Québec and Atlantic Canada. Regional offices conduct research and advocacy activities specific to their provinces in addition to acting as regional organizers of Canada-wide initiatives.

CTF offices field hundreds of media interviews each month, hold press conferences and issue regular news releases, commentaries, online postings and publications to advocate on behalf of CTF supporters. CTF representatives speak at functions, make presentations to government, meet with politicians and organize petition drives, events and campaigns to mobilize citizens to effect public policy change. Each week CTF offices send out Let's Talk Taxes commentaries to more than 800 media outlets and personalities across Canada.

Any Canadian taxpayer committed to the CTF's mission is welcome to join at no cost and receive emailed Action Updates. Financial supporters can additionally receive the CTF's flagship publication *The Taxpayer* magazine, published three times a year.

The CTF is independent of any institutional or partisan affiliations. All CTF staff, board members and representatives are prohibited from donating to or holding a membership in any political party. In 2018-19 the CTF raised \$5.1 million on the strength of 30,517 donations. Donations to the CTF are not tax deductible as a charitable contribution.



### CANADIAN TAXPAYERS FEDERATION'S TEAM

Scott Hennig - President and CEO Melanie Harvie - Executive Vice President Shannon Morrison - Vice President, Operations Todd MacKay - Vice President, Communications and Prairie Communications Director Rod Cunningham - National Field Manager Aaron Wudrick - Federal Communications Director Kris Sims - British Columbia Communications Director Franco Terrazzano - Alberta Communications Director Christine Van Geyn - Ontario Communications Director Jasmine Pickel - Ontario Communications Director (hired in May) Renaud Brossard - Québec Communications Director Paige MacPherson - Atlantic Communications Director Jeff Bowes - Director of Digital Marketing Kris Rondolo - Generation Screwed Executive Director James Wood - Investigative Journalist (hired in November) Genevieve Sauer - Administrative assistant Elizabeth Zemlak - Administrative assistant Brenda Smith - Administrative assistant Olivia Stasiuk - Administrative assistant Rick Pepper - Director of Legacy Programs



Adam Daifallah (left) and Ken Azzopardi (right) receiving their five-year recognition plaques for serving on the CTF board from CEO Scott Hennig.



National Field manager Rod Cunningham (left) and Saskatchewan Field manager Richard Lueke (right) presenting Harold Fenske with a recognition of his 25 years of service to the CTF.

### **BOARD OF DIRECTORS**

Adam Daifallah Ken Azzopardi Peter Budreski (resigned May 1, 2019) Michelle Eaton David Hunter (resigned Aug. 13, 2019) George Marshall (appointed Oct. 26, 2019) Melissa Mathieson





### FROM THE CHAIR



Another incredible year has passed thanks in large part to our generous supporters from across the country. To all of those who recognize the need for the Canadian Taxpayers Federation – to give a voice to voiceless taxpayers, to hold government accountable – our gratitude goes beyond the words on this page. We remain steadfastly committed to a Canada that will not allow politicians of any stripe to frivolously waste our hard-earned money. Together, we will ensure that future generations are not saddled with record debt and taxes.

All across our country, nearly all levels of government must get their fiscal houses in order. It is time to see a clear path for long-term fiscal prudence to lift the burden from those struggling to get by.

The CTF is supported by an exceptional team from coast to coast; they fight tirelessly for accountability and transparency in government's fiscal decision-making. When our country's economy thrives, so too do its people.

And this has been a transformative year at the CTF.

Since the board appointed Scott Hennig as our new President and CEO on Jan. 1, 2019, he has hit the ground running. Through his leadership over the past year, the team has celebrated several policy wins and our number of supporters has grown considerably. I have no doubt he will continue to lead the team to many more successes over his tenure.

This year, we also welcomed George Marshall as a board director to the team. George is a terrific addition and gives us strong representation from Saskatchewan – where the CTF's roots are.

I would like to thank Peter Budreski and David Hunter for their service on the CTF's board. Their advice and wisdom will be missed. And I would especially like to thank Adam Daifallah for his leadership, support and guidance as chairman of the board over the past five years. Adam stepped down from the board in January 2020. A long-time supporter of the organization, Adam will always be an integral part of the CTF family.

It was my honour to be named Chair of the Board of Directors of the CTF. This organization plays a very important role in our country and I am grateful to be part of it.

In closing, I would like to congratulate and thank CTF's employees, volunteers, members of the Board of Directors and our donors, without whom we could not fulfill our mission of putting an end to government waste and an unjustified fiscal burden on us all.

#### Michelle Eaton

Chair of the Board Canadian Taxpayers Federation

Michelle Eaton

### FROM THE PRESIDENT



Scott Hennig

Twenty-nineteen was a year of victories, growth and change at the Canadian Taxpayers Federation.

Starting Jan. 1, 2019, I officially took over as the organization's fifth President and CEO. While I certainly have large shoes to fill, I'm pleased to report the organization is healthy, growing and continuing to fulfil the mandate our founders set out nearly three decades ago.

The CTF staff grew in late-2019 with the hiring of James Wood, the CTF's first investigative journalist. James broke his first exclusive story just before Christmas and he has a bunch of exclusive news stories on deck for 2020.

The number of Canadians supporting the CTF continues to grow; we grew more rapidly in 2019 than we have in decades. At the start of 2019 we counted 141,000 Canadians as supporters of the organization. As 2019 closed, we were at 235,000 supporters, a 67% growth in just one year. Impressively, more than 450,000 Canadians signed a CTF petition this year.

Those Canadians taking action and taking part in CTF campaigns were the reason we were able to gain ground for taxpayers in many areas this year. This annual report details some of the more significant victories of the past year.

In Alberta, the newly elected Kenney government fulfilled a signed pledge to the CTF to cancel the provincial carbon tax within 100 days of taking office (see page 7). The Kenney government also reversed NDP business tax hikes and committed to a long-time CTF push to lower business taxes to 8% (see page 12). In Saskatchewan, we successfully got the courts to once again enforce the First Nations Financial Transparency Act that the Trudeau government refuses to enforce (see page 9). In Manitoba, a half-decade battle to reverse the PST hike was finally won (see page 16). In Ontario, we beat back a proposal to hike drivers' fees (see page 8) and were successful in the Ontario Court of Appeal intervening on the side of the Ford government's right to cut the size of Toronto's city council (see page 14). In Québec, CTF supporters earned ratepayers a \$1.5-billion refund from the Legault government of Québec-Hydro overpayments (see page 11). And in Nova Scotia we organized a successful pushback against federal corporate welfare for a new airport to cater to a luxury golf course (see page 18).

Without question, we don't win every fight we take on. We continue to be outnumbered by lobbyists, socialists, government employee unions and big-spending politicians. But the number of fed-up Canadians is growing and so too is our ability to harness that dissatisfaction into action.

Thanks to the support of 235,000 Canadians and more than 25,000 donors, the CTF continues to be a force to be reckoned with in 2020 and beyond.

#### Scott Hennig

President and CEO Canadian Taxpayers Federation

### **NEW FACES**

**Jasmine Pickel** took over as the CTF's Ontario director this year. She replaced Christine Van Geyn who left to pursue other opportunities within the free-market movement.

Jasmine grew up on a small farm in Ontario and became an entrepreneur who's started and sold two businesses while earning an MBA at the University of Toronto.

New directors often find it a little daunting to go toe to toe with politicians and union bosses. If that was true for Jasmine, she hid it well. Last fall, a provincial committee held hearings where more than a dozen union leaders demanded more spending and Jasmine was the only voice for taxpayers. One politician went on a tirade about the benefits of government spending and challenged Jasmine to respond.

"Respectfully, I have very little faith in the government to spend money more wisely than I would spend it myself," said Jasmine. "This is a government that just lost \$42 million selling marijuana. I have very little faith in the government to conduct business better than the private sector." The CTF's other new face is our investigative journalist **James Wood**.

As newsrooms across Canada shrink, the need for investigative reporting is growing and the CTF hired James to fill the void. He grew up in Ajax, Ont., and worked in newsrooms across Canada, but his stop at the Lloydminster Meridian Booster proved particularly important.

During his time at the Booster, James broke important stories about an activist named Charmaine Stick demanding accountability and transparency at the Onion Lake Cree Nation. When the CTF was looking for a partner to defend the First Nations Financial Transparency Act, James put us in contact with Charmaine.

James and his family have relocated to Ottawa.



### **TAXFIGHTER** AWARD

The Canadian Taxpayers Federation honoured two people with its TaxFighter Award this year: one has been part of virtually every taxpayer fight for decades and the other has showed tremendous courage on one vitally important struggle.

The first 2019 TaxFighter Award recipient was Troy Lanigan, who spent 26 years working for the CTF. He started in 1992 as a conference organizer, but was soon appointed to be the B.C. director, where he fought everything from election gag laws to bracket creep. He went on to serve as the National Communications Director and ultimately President and CEO.

Under Troy's leadership, the CTF increased its supporter numbers, extended its reach to Atlantic Canada and Québec and achieved important policy victories ending the long-gun registry, balancing the budget and passing the First Nations Financial Transparency Act.

Some of his most important contributions are harder to measure. When one CTF staff member faced fierce blowback from a finance minister who didn't appreciate criticism, Troy's advice was clear: "if the minister's guys say he's mad at you, tell them that taxpayers are mad at the minister." Troy built a culture of uncompromising commitment to standing up for taxpayers.

The second TaxFighter Award recipient was Charmaine Stick, who has courageously fought for accountability and transparency at the Onion Lake Cree First Nation. Charmaine went on a 13-day hunger strike to demand accountability and transparency from her band's leadership in 2014.

That courageous stand caught the attention of the CTF when the Trudeau government stopped enforcing the First Nations Financial Transparency Act. The legislation requires First Nations to publish basic financial information, but the Onion Lake Cree Nation refused follow the law and Ottawa halted enforcement at the end of 2015.

Charmaine partnered with the CTF to take her chief and council to court and ultimately forced them to release documents that showed, among other things, that the band had lost more than a million dollars on an investment in a New Zealand tech company.

Charmaine was alone through most of her hunger strike, but in 2019 she went to Ottawa with more than 30,000 petition signatures from taxpayers who are standing with her. And she delivered a clear message to the media and all Canadians.

"I believe that in all structures of government there needs to be accountability and transparency, otherwise you don't have a leg to stand on," said Charmaine.



From left to right, CTF President Scott Hennig, National Field Manager Rod Cunningham, Executive Vice President Melanie Harvie, Vice President Operations Shannon Morrison, CTF Board Chair Adam Daifallah and board member Ken Azzopardi presenting Troy Lanigan (centre) with the TaxFighter Award.



CTF Vice President, Communications Todd MacKay (left) and President Scott Hennig (right) presenting Charmaine Stick with the TaxFighter Award in November.

### 21<sup>ST</sup> ANNUAL TEDDY WASTE AWARDS

On March 13, Federal Director Aaron Wudrick and our mascot Porky the Waste Hater hosted the 21st annual Teddy Waste Awards on Parliament Hill. This year featured a total of 17 head-shaking examples of government waste.

Runners-up included Shared Services Canada for sending employees home (twice) and spending \$18,000 fumigating an office after a (harmless) spider scare; Global Affairs Canada for spending \$127,000 on crystal glassware and \$25,000 on 86 seat cushions; former Speaker of the Quebec National Assembly for ordering off-menu lobster to be served in the assembly dining room, expensive trips and \$1,000 meetings with wine; and the Rural Municipality of Clayton, Sask., for spending \$340,000 on a bridge that collapsed on the day it opened.

The municipal Teddy went to the city of Vancouver's parks board for spending \$7,000 inviting local residents to send emails to trees and paying artists to send replies on the trees' behalf. The All the Trees project, which ran from August to December 2018, saw 25 trees in the Jericho and West Point Grey areas outfitted with signs that included an ID number and an email address for people to send emails. The city then had five artists reply on the trees' behalf "within a week."

The provincial Teddy went to B.C. legislature clerk Craig James and sergeant-at-arms Gary Lenz for alleged abuse of taxpayers' money, which included frequent overseas trips and such outrageous expenses as a \$3,200 wood splitter, \$1,000 for a whale-watching excursion which was claimed as a "tsunami awareness exercise," and \$1,300 for tickets to a Seattle Mariners baseball game, which was claimed as "attendance at an information session on mass evacuations." The federal Teddy went to Prime Minister Justin Trudeau for his eight-day visit to India in February 2018, costing taxpayers at least \$1.6 million even though only a half-day of official business was scheduled, with taxpayers paying \$17,000 for a Vancouver-based celebrity chef to prepare Indian cuisine at the Canadian High Commission. The trip was a diplomatic and public relations disaster, with even the prime minister himself calling it his biggest regret of 2018.

Last but not least, the lifetime achievement Teddy was awarded to former governor general Adrienne Clarkson (for the second time) for continuing to soak taxpayers more than 14 years after leaving office. Clarkson has billed taxpayers more than \$100,000 per year almost every year since leaving office in 2005, for a total of more than \$1.1 million, under a policy that allows former governors general to continue to submit expenses even after leaving office. No details of the expenses claimed are available to the public.



Federal Director Aaron Wudrick along with Porky the Waste Hater and hostess Lindsay during the 2019 Teddy Awards on Parliament Hill.

### GAINING GROUND ON CARBON TAXES

This year saw Alberta scrap its provincial carbon taxes and other provinces fight the federal carbon tax in court.

Opposing the carbon tax has been one of the Canadian Taxpayers Federation's biggest fights, so it was rewarding to gain some ground in 2019.

In 2017 the CTF convinced Jason Kenney to sign a pledge during the UCP leadership race that if elected premier he would eliminate Alberta's carbon tax within 100 days of taking office. And on May 30, 2019, he followed through with his promise and scrapped Alberta's carbon tax with Bill 1.

This victory for taxpayers came after years of hard work. The CTF has been the leading voice against carbon taxes in Canada. We hosted anti-carbon tax events across the country, launched billboards, handed out bumper stickers, debated pro-tax advocates, intervened in court cases and conducted numerous media interviews on why carbon taxes are bad policy.

Indeed, in 2019 the CTF intervened in three separate constitutional challenges to the carbon tax in Saskatchewan, Ontario and Alberta. Notably, the CTF was the only nongovernment entity to intervene in each and every challenge in opposition to the carbon tax, in contrast to dozens of interveners in support of the tax.



Then-UCP leadership candidate Jason Kenney signing the CTF's Taxpayer Protection Pledge in 2017 to eliminate Alberta's carbon tax within 100 days of taking office.

The main legal points of contention are whether the federal government's "carbon pricing" constitutes a "tax" and whether the federal or provincial government has proper jurisdiction under the Constitution to impose it. Additionally, the CTF argued that because decisions regarding the level of carbon taxes are made by cabinet, rather than by a vote of Parliament, they may be a form of taxation without representation and therefore unconstitutional.

In May 2019, the Saskatchewan Court of Appeal upheld the federal carbon tax by a 3-2 decision and the following month the Ontario Court of Appeal reached the same verdict by a 4-1 decision. Arguments before the Alberta Court of Appeal were heard in late December 2019 and a decision was expected in early 2020.

With both the Saskatchewan and Ontario governments appealing to the Supreme Court of Canada, the CTF has once again gained intervener status to fight on behalf of Canadian taxpayers. Pending a decision from the Alberta Court of Appeal, which might be rolled into the combined Saskatchewan-Ontario appeal, arguments at the Supreme Court are expected to be heard in spring 2020.



The CTF's Aaron Wudrick and Christine Van Geyn, along with CTF counsel Bruce Hallsor, in the Ontario Court of Appeal prior to the carbon tax hearing.

### OUTNUMBERED

While government employee unions and other powerful interest groups lobby the government for more money on a fulltime basis, taxpayers are busy working at their own fulltime jobs. It's up to the CTF to be the voice of taxpayers at the table and we're almost always outnumbered.

Take, for example, Bill 124 in Ontario, an act to cap government employee wage increases. Seventeen witnesses came before the government to testify; 16 were unions demanding more money. The CTF was the sole witness representing taxpayers and calling for spending restraint in light of the province's fiscal woes.

In Toronto, 12 groups argued before judges over the premier's decision to reduce the size of city council; 11 wanted more politicians and bigger government. The CTF was the only group to stand alongside the Ford government, which ultimately won.

The governments of B.C. and Nova Scotia went to the Supreme Court of Canada this year pushing back against unreasonable salary increases for judges. Of the five nongovernment groups that argued before the judges, four were in favour of giving them higher pay; the CTF was the only group opposed.

The CTF has been the only non-governmental organization consistently opposing the Trudeau carbon tax in court. In court battles in Saskatchewan, Ontario and Alberta, procarbon tax forces often outnumbered us 20 to one.

We'll be in front of the Supreme Court of Canada again in 2020 fighting the Trudeau carbon tax; on the list of 36 approved interveners, the CTF will once again be the only non-governmental group opposing the tax.

### VICTORY FOR ONTARIO DRIVERS

In June 2019, the Canadian Taxpayers Federation caught wind that Ontario driver and vehicle fees were slated to increase on July 1. The proposal would increase driver and vehicle fees across the board by 2% each year for the next five years.

Under former premier Kathleen Wynne's Liberal government, Ontario driver and vehicle fees skyrocketed, with no improvement to services. Premier Doug Ford cancelled the hikes in 2018, but they would have gone ahead in 2019 if we didn't intervene.

Our interim Ontario Director, Jasmine Pickel, worked quickly to secure considerable media coverage to increase awareness and stir up outrage. Immediately thereafter, she launched a province-wide petition that amassed more than 4,000 signatures in a matter of days.

When it became clear to the government that we weren't going to relent, we got a call from Caroline Mulroney as one of her first acts in her new cabinet position as transportation minister. She was calling to let us know she heard our supporters loud and clear; she was cancelling the hikes.



### FIRST NATIONS FINANCIAL TRANSPARENCY

Charmaine Stick showed real courage when she partnered with the Canadian Taxpayers Federation to go to court and force her leaders at the Onion Lake Cree Nation to follow the First Nations Financial Transparency Act and open the band's books.

Charmaine is still showing real courage.

She won in 2018 and the band published financial statements for 2015 and 2016. They showed that the band had lost more than a million dollars investing in a New Zealand tech company. It was an important victory for transparency in First Nations communities across Canada.

That fall, Charmaine went back to the band office for the next year's books. Band officials refused and told her to call her lawyer. She did.

In 2019, Charmaine and the CTF were back in court asking a judge to hold band leaders in contempt for refusing to follow the court order compelling them to disclose financial statements. We won again and the court ordered the band to open the books.

Now the band is appealing the contempt ruling and a hearing will likely happen early in 2020.

In the meantime, Charmaine travelled to Ottawa last summer to deliver more than 30,000 petition signatures calling on the prime minister to enforce the First Nations Financial Transparency Act to ensure that every band opens the books.

"Today I and 30,000 of my friends came to ask the prime minister a simple question: why aren't you standing up for grassroots band members when they're looking for accountability?" asked Charmaine. "The prime minister likes to talk about sunny ways bringing Canadians together, so he needs to join us and support openness and transparency."



CTF Federal Director Aaron Wudrick and Charmaine Stick on Parliament Hill, delivering more than 30,000 petitions to Prime Minister Trudeau's office.



### **FIBBER REMINDS POLITICIANS** TO KEEP THEIR PROMISES

When he was running to become prime minister in 2015, Justin Trudeau promised to run three "modest" deficits that would have added \$25 billion in new debt before returning to balance. In reality, he ran four big deficits that added a whopping \$83 billion in new debt - and worst of all, still has no plan to get the books back in the black, which could mean tens of billions more debt in coming years.

In the leadup to the 2019 election, the Canadian Taxpayers Federation wanted to make sure Canadians did not forget about Trudeau's expensive broken promise, so we decided to send Fibber, the CTF's long-nosed honesty in politics mascot, to follow Trudeau and Finance Minister Bill Morneau around the country.

Understandably, politicians are not very keen to be seen with Fibber and usually try their best to avoid him by ducking in through back doors or escaping events in tinted-glass vehicles. Unfortunately for them, Fibber usually still finds a way to nose his way into the picture at some of their public events.

From chasing down Morneau in downtown Ottawa and visiting his constituency office in Toronto to crashing Trudeau campaign events in Vancouver, Calgary and Montreal, Fibber made guite the impression in 2019.

Following the federal election, Fibber also paid a visit to Toronto City Hall to remind Mayor John Tory to keep his promise to taxpayers not to raise property taxes beyond the rate of inflation.

#### 20 NEWS

## Tory told to keep promise

### Dial back tax hikes, group says

#### ROVIN DASSIBILIAF

want the mayor to keep

Just when the anyon to entry ion promises anadian Tacpayees' Federa-long with venerable mascot — visited Toesato City Hall sday to remind Toronto Just municipal election to opperty fast increases at or he rate of inflation.

s a promise the mayor made the 2014 election and the ction," said Jasmine Pickel, In the 2014 election and the election, 'said Jawnie Pickel, m Ontario disector for the CTF, e said that the city building which is just essentially an ission of property taxes in no, would andy cap out at 2.5%, a his new proposal, now it's



going up to 10.5%" Tory says he will go before council later this month with a plan to increase the City Building Fund in the upcoming 2020 budget. On Wednesday, the city's executionally committee voted unanimously committee voted unanimously

to support Tory's plan, which will now go before council at their Dec.

The hike vill raise around \$6.6 bil lion de llars, Tory said, and will be etween affordable housing split between affordable housing hittatives and transit infrastructure. Pitched by Tory in 2015, and approved by council in 2017, the building levy started at 0.55% each year until 2022 — on top of cristing and fature property tax fakes. The 2017 versage houseowner's 52,675 tax bill would have gone up 513 as a result of the impact of the levy in its first year. That samount will dirim to nearby lit bet

levy in its first pear. That amount will climb to nearly \$300 when the levy increases to 10.5% by 2025. Pickel said the hike is still a prop-ety tax increase, regardless of how the mayor chooses to describe it.



"Fibber," the Canadian Taxpayers Federation's 'honesty in politics' mascot, gives Mayor John Tory's tax hikes a big nol cama aeasaraavreeewre saw

'He wants to be able to say he kept hilde on their website, taxpayer The wants to be able to say the kept halo his promise and didn't increase. K property taxes, but the reality is that rate this is a levy on top of property top taxes, she said. "So if you pay property taxes, and they're about to get more expensive." Kee The CTF launched a petition to unge council to reject the planned taxe

hike on their website, <u>tarquerecont</u>, Keeping tax hikes in line with the rate of inflation was a key plank in Tory's 2018 compaign platform, and he used this poornise as assumutifion against fellow candidate Jeanifer Keesmaat == claiming her poornises would result in 'soaring' property trans-



Fibber greets Prime Minister Justin Trudeau (over Fibber's shoulder) in Vancouver at his first campaign stop of the 2019 federal election.

### GETTING QUEBECKERS THEIR MONEY BACK

For more than a decade, Hydro-Québec, the government electricity utility, had been underestimating its potential domestic profits, leading to higher price hikes for consumers than allowed. Since 2005, Hydro had accumulated more than \$1.5 billion in such overpayments.

For years, then-opposition politician François Legault had led the fight in the National Assembly, asking Pauline Marois's government, and then Philippe Couillard's government, to give this money back to Quebeckers. His party collected 50,000 petition signatures at the time, delivering them to an energy minister who couldn't have cared less.

When Legault was elected premier in fall 2018, many were hopeful he'd give the money back. But this "hidden-tax" he once derided became a "legitimate revenue tool" once he became the person choosing how to spend it.

We knew we couldn't let that fly.

In February, we launched a petition, similar to the one Legault's party had circulated a few years before, demanding he pay the money back. His original petition took four months to attract 50,000 signatures. It took us less than a month to surpass that number and by the time we delivered it, more than 75,000 Quebeckers had joined us in demanding the money be repaid.

By June, the premier tabled a bill which would refund \$500 million in January 2020, freeze rates to refund \$1 billion over five years and reform the way rates are calculated to avoid the overpayments in the future. We had won.

Over the course of this campaign, our supporters signed our petition in the tens of thousands, sent more than 3,500 emails and helped us pay for an ad in the premier's riding. Thanks to their support, we were able to keep the issue alive in the media and were able to pressure the premier until he cracked.





From left to right, Sylvain Gaudreault, Parti québécois MNA, CTF Québec Director Renaud Brossard and Gaetan Barrette, Liberal Party MNA.

### ALBERTA'S 8% BUSINESS TAX: A DECADE IN THE MAKING

Rather than handing out corporate welfare, reducing taxes on job creators is the best way to get Albertans back to work. The Canadian Taxpayers Federation has pushed successive Alberta governments to reduce business taxes to 8% since former premier Ralph Klein promised to do so in his 2001 budget. Nearly two decades later, current Alberta Premier Jason Kenney will finally fulfill Klein's promise.

The business tax cut is good policy. In the early 2000s, Alberta began reducing its business tax rate from 15.5% to 10%; economic and job growth soared. Even with the tax cut, the government's revenue from business taxes more than doubled between 2001 and 2014.

When the New Democrats hiked the business tax from 10% to 12% in 2015, business tax revenue declined from \$5.8 billion to \$4.9 billion.

After the 2019 spring election, Kenney quickly reduced the business tax rate to 11%. And on Jan. 1, 2020, he reduced it again to 10%.

To recognize the CTF's continued advocacy for lower business taxes, the government invited us to speak at its tax cut press conference. Quotes from CTF representatives were included in the government's news release again in January 2020.

Kenney says he will further reduce the business tax to 8% in 2022, which would finally fulfill the promise Klein made to taxpayers a decade ago.





Todd MacKay, CTF Vice President Communications, speaks at the Alberta government's business tax cut press conference on May 28, 2019.

## **ICBC MONOPOLY**

British Columbia drivers pay the highest auto insurance rates in all of Canada. They are forced to do business with the government monopoly, ICBC, with no chance to shop around and save money.

To add insult to injury, B.C. taxpayers are ultimately on the hook for ICBC's financial troubles, with the insurance corporation losing more than \$1 billion in 2019.

B.C.'s attorney general and minister responsible for ICBC, David Eby, even called ICBC a "dumpster fire."

The Canadian Taxpayers Federation has been campaigning to open up ICBC to full competition. To push this message in 2019, the CTF launched a 30-foot balloon, Baron von FenderBender.

Taller than King Kong, the Baron wears an ICBC powder-blue suit and a branded top hat. He's smoking a cigar by lighting drivers' money on fire. The CTF inflated the Baron on the front lawn of the B.C. legislature in Victoria to get the attention of politicians.

The gigantic balloon was shown on the supper hour newscasts of Global, CTV, Chek, CBC and City TV. The Baron also went on the road. He's been inflated in Prince George and on Vancouver Island in the Comox Valley, making a splash in the media wherever he goes.



B.C. Director Kris Sims with Baron von FenderBender on the lawn of the legislature in May.

Ever since the government called ICBC a "dumpster fire," the label has stuck to the troubled insurance monopoly. However, reporters never had any video footage of an actual ICBC dumpster fire to match pictures to words.

The CTF changed that. We found an old dumpster, painted it blue, set it up in a gravel pit and put a huge ICBC logo on it. Then we set it on fire and took lots of videos and pictures.

We posted the extended high definition video footage on our YouTube channel and sent it to media outlets across the province for their newsrooms to use.



The CTF created the proverbial "ICBC dumpster fire" for use by B.C. media when talking about the government auto insurance monopoly.

It worked. The ICBC dumpster fire photograph and video footage are now being used by all major news outlets in B.C. with many online news sites using it as their automatic image when sharing stories online.

There is reason to hope for change: the Liberals passed a resolution at their last policy convention calling for an end to the ICBC monopoly, with party Leader Andrew Wilkinson opening the door to competition.

### GAS TAX HONESTY DAY

Grumbling about gas prices is a Canadian hobby that reaches its peak when the weather finally warms up around the Victoria Day long weekend. That's when the Canadian Taxpayers Federation held its 21st annual Gas Tax Honesty Day events in Ottawa, Regina, Vancouver, Edmonton, Toronto, Québec City and Fredericton.

Carbon taxes took centre stage at this year's event. Some provinces have imposed their own carbon taxes. For provinces that refused, Prime Minister Justin Trudeau imposed a carbon tax of 4.4 cents per litre on gasoline in New Brunswick, Ontario, Manitoba and Saskatchewan.

But we noticed something important: the carbon tax isn't the same in every province. British Columbia's own carbon tax was 8.9 cents per litre. But Nova Scotia was bragging that its cap-and-trade carbon tax equates to about 1 cent a litre and won't go up. Prince Edward Island imposed a 4.4 cent per litre carbon tax, but cut its provincial gas taxes so that it's actually about 1 cent per litre.

Provinces fighting the federal carbon tax immediately took notice and that inherent unfairness started becoming a theme in both legal and political arguments.



B.C. Director Kris Sims chatting with the media about Vancouver's sky-high gas taxes.

### COURT OF APPEAL VICTORY ON SIZE OF TORONTO CITY COUNCIL

When the Doug Ford government introduced a bill to shrink the size of Toronto's bloated city council, the Canadian Taxpayers Federation intervened to support the move, which would save taxpayers a projected \$25 million annually.

The arguments were straightforward. The city of Toronto had been asking the court to block the provincial government from shrinking the number of councillors. But under the Canadian Constitution, the law is crystal clear: provincial governments have complete discretion over the creation and structure of municipal governments.

And while we lost in the initial Superior Court decision, an emergency motion was immediately brought to the Court of Appeal by the Ford government arguing that the Superior Court judge had made serious errors in law. The Court of Appeal agreed, granting a stay that allowed the 2018 vote to proceed with electing a smaller city council.

The full appeal was heard in June 2019 and the CTF's lawyers were there to intervene once again. This time we won a 3-2 majority decision.

The city of Toronto has asked the Supreme Court of Canada for permission to appeal the decision, but the Supreme Court has yet to decide whether it will do so or not.



### TAKING THE COST OF BLOCKING PIPELINES ACROSS THE COUNTRY

The Canadian Taxpayers Federation took an important message across Canada in 2019: workers in the energy industry are hurt when governments block pipelines, but so are the rest of taxpayers. All Canadians benefit when pipelines get built so that we have more money for hospitals, teachers and lower taxes.

We calculated how much taxpayers are losing from a lack of pipelines – more than \$6 billion since 2013 – and travelled to every province with a big display of oil barrels and a clock showing this cost going up in real time. We took the display to an elementary school in downtown Toronto, a hospital in Quebec and a university in New Brunswick.

We also launched TaxpayersForPipelines.com, where Canadians could sign our petition and see a real-time update on the money lost due to a lack of pipelines.

While most people welcomed the message, we had to battle it out against opposition in Eastern Canada and on the West Coast. We launched the tour right in front of Parliament Hill in Ottawa and it happened that our first event coincided with students demonstrating against climate change.

We take pride in taking this important message to some hostile areas but we also love all the support we received. We had New Brunswick Premier Blaine Higgs, Ontario and Saskatchewan's energy ministers, Manitoba's finance minister, an Alberta MP and MLA along with municipal councillors in Lloydminster and Red Deer speak in support of pipelines at our events.

After nearly a month of being on the road, stopping in 20 different cities across every single province, flipping some burgers, meeting with Canadians and debating opponents, we were happy to give the facts to Canadians from coast to coast.



New Brunswick Premier Blaine Higgs with the CTF's Paige MacPherson and Franco Terrazzano in Fredericton.



### MANITOBA CUTS THE PST

During the 2011 election campaign, the NDP promised it wouldn't raise the provincial sales tax. But in 2013, thenpremier Greg Selinger broke that promise and hiked the PST from 7% to 8%. That hike would cost taxpayers about \$300 million per year. And it would cost Selinger as well.

Colin Craig, the former Prairie director for the Canadian Taxpayers Federation, led huge protests and collected thousands of petition signatures denouncing the premier for breaking his promise.



Then-CTF Prairie director Colin Craig addressing a No PST Hike rally in Winnipeg in 2013.

The NDP hoped that voters would forget about the PST hike before the 2016 election, but the CTF wasn't going to let that happen. Fibber, our long-nosed, truth in politics mascot, met Selinger at the Manitoba legislature and walked with him to the lieutenant-governor's residence to kick off the election. The message was clear: the PST hike was a broken promise and it needed to come down.

The Progressive Conservatives won that election and cutting the PST was a central plank in their platform. The CTF kept the pressure on by consistently calling on the new government to keep its promise. And in the 2019 budget, Premier Brian Pallister delivered on his commitment and cut the PST.

That PST cut will save the average family in Manitoba about \$500 per year.



The Winnipeg Sun B SATURDAY, MARCH 9, 2019

**PST cut a win for taxpayers** 

year, the government pro-

year, the government pro-jected an operational defi-cit of \$521 million. This year, even with the PST cut, the government is project-ing an operational defi-cit of \$360 million. Reduc-ment the deficie is on incore

ing the deficit is an impor-tant accomplishment that means the Manitobe gov-erament is leaving a smaller

ernment is leaving a tions, bill for future generations. However, the shrinking

deficit in the operational budget is not the whole story. Balancing the oper-ational budget just means

money to keep the lights

on — to cover its cannal expenses and debt paymen The government pro-jects the province's debt will rise from \$25.2 billion

on - to cove

the govornment has enough

its onnual

Sometimes it's hard for Sometimes a sharo for insparees to imagine any-thing will change, but Pre-mier Brian Pallister's PST cut proves the people have a posserful voice. Before diving into the details, let's remember how far we've come. Former pre-mier Greg Selinger prom-ised not to raise the PST, but broke that promise. Manito-bans were incensed. Legislative committee meetings that tive committee meetings th are typically sleep-induc-ing were suddenly flooded with angry taxpayers. Voters registered their anger at the ballot box where they booted Selinger and backed Pallister's promise to cut the PST But, since becoming pre-mier, Pallister's top priority has been to get the province's runaisoy defi-cit under control. Throughout all of this. Manitoba taxpayers paid about \$300 million every year



because of the PST hike. because of the PST hike, Until now, In this year's budget, Finance Minister Scott Field-ing is cutting the PST from 8% to 7%, effective July I.

8% to 7%, effective July I. That one-point change is huge. The government peo-jects the move will save Man-itobans \$325 million every year. More concretely, the

year. More concretely, the government estimates the average Manttoba fam-ity will save \$500 per year. That's money Manitoba families can put into home renovations or retirement renovations or retirement savings. It's money entre-preneurs can use to rein-vest in their businesses and hire more workers. It's tax relief that will make Man-

### Pallister lives up to campaign promise itoba more competitive. At the same time, the deficit is shrinking, Lest

to \$26.1 billion. The opera-tional deficit is part of that. But borrowing for infrastructure makes up most of that money. And, while govern-ments like to differentiate between types of borrow-ing, it all increases the debt. It doesn't matter if you

use your credit card to buy geoceries or a new snow-blower — you still have to pay the bill and the interest. That increasing debt

leads to increasing interest costs. This year the provest costs. This year the prov-ince will pay \$1.1 billion to cover interest charges on the debt. To put that number into perspective, the Winni-peg School Division's entire sual budget is about \$416 emmal budget is about 3416 million. That means Mani-tobans are sending two and a half times more money to bond fund managers on Bay Street and Wall Street

d to the Win than they send to the Win-nip-eg School division. Lowering taxes and shrink: ing deficits leave governments open to accusa-ions of cuts. It's true that things are tight. However, it's also true that the Man itoba government's over-all spending is going up — not down — this year.

We also know that money simply can't solve every problem. Manitoba has the sec-Manifolds has the sec-ond highest per-person health spending among the provinces, at \$7,354 — higher than Saskatche-wan at \$5,951 and Ontario at \$6,564, according to the Conseller location of the Canadian Institute of Health Information.

Manitoba has the second highest per-student edu-cation spending at \$14,499 — higher than Outario at

\$13,276 and much higher than British Columbia at \$11,216, according to the Fraser Institute's analysis of Statistics Canada data. Manitoba needs to con-tinue finding more efficient

ways to deliver services.

ways to deliver services. The camber matter, but remember what this means to Manitoba taypayers beyond the dollars and cents. When tappayers lined up at those committee microphones to denounce the PST hike, they vocadered whether what they said mattered. Every time they got hit with dust higher PST in the following years.

PST in the following years, doubts fed cyricism about broken political parmises. This year, when Premier Pallister honours his commit ment to cut the PST, he'll do more than save Manitobans money. He'll prove the peo ple can drive real change.

> MacKay is Prairie director of the **Canadian Tappayers Federation**

### LABOUR DAY REALITY CHECK

Each year before the Labour Day long weekend, we compare government employee benefits to what the rest of us get. While government unions celebrate the generous benefits they managed to get for their members, we remind taxpayers that they are the ones paying for them. This is particularly important because such lavish benefits are almost unheard of in the private sector.

This year we focused on sick days and the discrepancy was consistent and clear: for some reason, government bureaucrats take far more sick days than the rest of us. Our analysis based on Statistics Canada data showed that government employees took 77% more sick days than private sector workers. Government employees took an average of 12.2 sick days per year compared to only 6.9 days for private workers.

The gap between the public and private sector was largest in Alberta, where provincial employees took an average of 14.4 sick days, compared to only 5.7 in the private sector, a 153% difference.

### CALGARY GOODBYE BONUSES

When city of Calgary employees retire, they are given bonuses equivalent to their annual vacation — in addition to any payout for unused vacation days. The average payout was more than \$10,000, costing taxpayers close to \$8 million every year.

Despite these bonus payments being in place for 55 years, nearly every city councillor professed they had never heard of them until the Canadian Taxpayers Federation made them public.

After discovering these goodbye bonuses, the CTF went to work pushing city councillors to scrap them. After 18 months of CTF pressure through media interviews, newspaper articles, supporter emails and public forums, councillors finally voted to end the bonuses in late 2019.

These bonuses should have been scrapped decades ago, but ending the perk will save taxpayers millions of dollars for years to come.



CTF Alberta Director Franco Terrazzano and intern Lucus Riccioni holding a Labour Day reality check press conference at the Alberta legislature.



### CLUBBING FEDERAL FUNDING FOR GOLF COURSE AIRPORT

Canadian Taxpayers Federation supporters showed the power of mobilization last summer when they helped thwart the corporate welfare demands of wealthy business owners on the quiet shores of Cape Breton Island.

The owners of the luxury Cabot Links golf course and resort, one of several golf courses near the tiny town of Inverness, N.S., were demanding at least \$18 million from Nova Scotians and taxpayers across Canada. They wanted the cash to build an airport very close to their golf resort, even though there are already two airports within a one- or two-hour drive away. One of those airports' management said a government-supported competitor would put them out of business, killing many jobs in the nearby community.

The golf resort owners were asking for both provincial and federal tax dollars. The federal portion would have come out of a fund which is supposedly dedicated to "improving food security, health and education facilities for First Nations reserves, broadband connectivity and reliable energy in remote communities and Canada's North."

The golf course owners formed a moneyed organization that launched a sleek website, professional videos and a Twitter account, designed to suggest the airport was for the benefit of the locals and not the owners themselves.

The government was giving the request serious consideration. So, we launched a petition which quickly amassed more than 15,000 signatures. CTF Atlantic Director Paige MacPherson met with local taxpayers, business owners, environmental groups, tourism organizations and politicians. We taped videos onsite and shared them on social media, garnering tens of thousands of shares and views. We fielded media requests and spread the word.

The CTF mobilized our petition signers to call the office of the minister of rural economic development, Bernadette Jordan. So many CTF supporters called that eventually the staff stopped answering the phones and the office voicemail filled up.

The very next day, the minister announced that she would be rejecting the funding request.



Mayor Chisholm-Beaton @BCBporthawk

Thank you to the Canadian Taxpayers Federation for being a strong voice and helping our citizens voice their opinion - great work - a true team effort with other leaders - building momentum together for a positive result. Proud of Minister Jordan!

🚯 Paige T. MacPherson 🤣 @paigemacp - Jul 25

Taxpayer victory! Minister @BernJordanMP rejects request for \$18 million for luxury golf course airport

| Our @taxpayerDOTcom News Release: taxpayer.com/news-releases/... #nspoli #cdnpoli #cbpoli #cabotlinks Thank you @BernJordanMP for listening to taxpayers & voices on the ground!



4:54 AM - Jul 26, 2019 from Halifax, Nova Scotia - Twitter for iPhone

Tweet from Brenda Chisholm-Beaton, mayor of Port Hawkesbury, N.S., thanking the CTF for mobilizing opposition to get the funding rejected.

### CTF'S FIRST-EVER APPEARANCE BEFORE THE SUPREME COURT OF CANADA

In December 2019, for the first time in its history, the Canadian Taxpayers Federation appeared before the Supreme Court of Canada.

We were represented by Adam Goldenberg of McCarthy Tetrault, in a dispute between judges in British Columbia and Nova Scotia and their respective provincial governments, over a refusal by each government to give judges a pay raise as recommended by an independent panel. The CTF intervened to defend the right of governments to control public spending, arguing that when a government imposes an across-the-board policy of fiscal restraint, judges should not be an exception and that allowing them to be exempt would be undemocratic (where voters have given a mandate to control spending) and would undermine public confidence in judges.

A decision in the case is expected in early 2020.



The CTF's Aaron Wudrick (centre) with lawyers Adam Goldenberg and Stephanie Willsey at the Supreme Court of Canada.



### STUDENT INTERNSHIP PROGRAM

Twenty-nineteen was the 11th year for our formal student internship program. Interns get the opportunity to work alongside our communications staff, doing research and helping with advocacy work. This provides valuable help for our staff, but also a great opportunity for students. They get to improve their skills and learn about how wasteful are governments across the country.

Interns learn how to find the details of government waste and incompetence by filing freedom of information requests. They also learn how to get the message out and how to put pressure on politicians to do the right thing. These are skills that the next generation will need to keep up the fight for lower taxes, less waste and more accountable government. Since this fight isn't going to be won in the short term, we need to do our part to prepare the next generation.

This year the program had four participants. Gage Haubrich from the University of Saskatchewan and Catherine Shvets from the University of Montreal were selected for the summer internship program in Ottawa from a competitive field of applicants. Lucus Riccioni from the University of Calgary worked from Calgary over the summer. Adrian Vourkoutiotis from Carleton University joined the Ottawa office for the fall and winter semesters

The CTF internship program is only possible because of the support of our donors, especially the John Soloninko Legacy Fund.



Catherine helping CTF Federal Director Aaron Wudrick during Gas Tax Honesty Day.



Gage working in the CTF's office in Ottawa.



Lucus helping Alberta Director Franco Terrazzano on the CTF's Cost of Lost Pipelines tour.



Adrian Vourkoutiotis in Ottawa.

## **GENERATION SCREWED**

Armed with the skills our Generation Screwed co-ordinators learned from working on campaigns like the No Calgary Olympic Bid, Support Canadian Energy in Ottawa, or the Rethink ICBC campaign in Victoria, we embarked on our biggest nationwide campaign to date with the My Tax Burden campaign.

In early 2019, the C.D. Howe Institute released its generational accounting report, confirming what we knew all along: if governments across Canada continue current spending habits, the next generation and even future generations will shoulder exponentially higher tax burdens.

This research enabled Generation Screwed to build a simple and shareable calculator right into our MyTaxBurden. ca website. Entering a student's and parents' birth years allows the student to compare their widely disparate net tax burdens. This simple tool enabled our students to easily share their tax burden results on campus and on social media.



A big nationwide campaign also meant that we had to step up our advocacy training. This year we trained more than 30 students from across the country and added essential advocacy training modules such as shooting and editing effective videos and how to write persuasive op-eds and letters to the editor.

Last year, the Generation Screwed team spoke to thousands of students on campus, held more than 33 events, produced more than 20 videos, wrote more than 25 articles (two of which were published in major outlets during the heavily saturated federal election news cycle), gained more than 20,000 website views and amassed more than 131,000 video views across our social media platforms.

The Generation Screwed movement could not have done all of this without the passion and dedication of our young volunteers, and the generous support of our partners and our donors.



A student at the University of Saskatchewan trying out the MyTaxBurden.ca calculator at our Generation Screwed booth.



Our campus co-ordinators, Ali Ege Gürsoy and Sam Dagres, setting up the Generation Screwed table at McGill.



Generation Screwed Executive Director Kris Rondolo with co-ordinator of the year Daniel Perry.



Phil Dippenaar, the Generation Screwed national campaign co-ordinator, leading a workshop on how to build a movement on campus.



Aaron Wudrick 🙌 🙁

Bombardier: we need a handout

### SOCIAL MEDIA

Our main Facebook page (@TaxpayerDOTcom) grew to more than 107,000 fans in 2019. Our French page, Alberta page and Generation Screwed pages add another 25,000 fans.

Canadians engaged with our 2,007 posts with 253,968 comments, 728,426 reactions and 301,351 shares. That engagement meant our Facebook content had nearly 34 million impressions and our videos had 2.3 million views.

On Twitter, our main account (@TaxpayerDOTcom) had more than 9,600 followers at the end of 2019. But many of our communications directors rivaled or exceeded that. B.C. Director Kris Sims had 9,300 followers, Atlantic Director Paige MacPherson 8,900 and Federal Director Aaron Wudrick 12,700.

Our Instagram account (@canadiantaxpayersfederation) had more than 4,200 followers at the end of 2019.

## TRADITIONAL MEDIA

Communications directors across the country work with the media to put our campaigns and ideas in front of Canadians.

#### Number of appearances in 2019:



TV – 1,099 English, 428 French



Radio – 4,994 English, 189 French



Print - 572 English, 79 French

**Note:** Media counts are determined from a search of 26 English newspapers, four French newspapers, 130 radio stations and 123 TV stations.

### "The CTF has a long history of aggressive and showy political advocacy"

- Jen Gerson, Maclean's (May 9, 2019)



### Trudeau: sure thing Loblaws: us too Trudeau: no problemo SNC-Lavalin: we need a law passed Trudeau: consider it done Veterans: we need help Trudeau: that's more than we are able to give right now S1 AM Aug 15, 2019 - Twitter for Androl 2.1K Retweet 49K Like



One CTF video about Justin Trudeau's broken promise to balance the budget in 2019 received over 143,000 views.

### Nothing but fiscal failure Trudeau's broken promises cost \$100B and counting

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## **BY THE NUMBERS**



Number of CTF supporters at the end of 2019:

235,000



Number of copies of The Taxpayer magazine printed in 2019:



Number of donations received in 2018-19: 30,517



Number of people who signed CTF petitions in 2019: 453,607



Number of freedom of information requests filed: 1,338



Number of bumper stickers distributed in 2019:

57,500

75,313



Number of unique visitors to Taxpayer.com:



186





Number of news releases issued by CTF directors: 222



Number of videos produced by the CTF: 157



Number of op-eds penned by CTF directors



Amount the federal debt increased in 2018-19: \$14,246,000,000



### **2018-19 FINANCIAL HIGHLIGHTS**



#### **Statement of Financial Position** - Summary up to June 30, 2019

	\$ 661,921
Long-term investments:	92,431
Capital assets	14,665
Current assets	\$ 554,824

### Liabilities

	\$ 661,921
Net assets	572,059
Accounts payable and accruals	\$ 89,862

## Statement of Operations - Summary for the year ended June 30, 2019

Supporters	235,000
Donations < \$1,000	29,827
Donations > \$1,000	690

### **Expenditures**

Technology Total expenses	 98,843 <b>5.1M</b>
Meetings & travel	197,533
Montings & travel	107 522
Student programs	211,978
Administration	483,593
Development & events	635,202
Communications & campaigns	1,205,463
Publications & supporter services	\$ 2,221,562

Excess of revenue over expenses:	\$ 41,182
Expenses	5,054,173
Revenues	\$ 5,095,355



### **HOW TO SUPPORT THE CTF**

The Canadian Taxpayers Federation is entirely supported thanks to after-tax donations from tens of thousands of Canadians. We don't seek or accept any funding from political parties or governments. We only exist because enough Canadians want their voice to be heard.

As former U.S. President Ronald Reagan said: "When you can't make them see the light, make them feel the heat." The CTF does both. But we can't do it alone. We need hundreds of thousands of Canadians to bring the light and the heat to our politicians.



Sign up to get our Action Update emails. It's not a newsletter and it's not spam. We only email you when we're launching a new campaign and need you to take part. You can join at no cost at Taxpayer.com



Make a donation toward our efforts. Join with tens of thousands of Canadians and chip in a few dollars to help us hire the people and run the campaigns that move public policy forward in Canada.

- 1) You can donate online at: taxpayer.com/donate
- 2) You can donate via mail at: #501, 2201 11<sup>th</sup> Ave, Regina, SK S4P 0J8
- 3) You can donate over the phone by calling: 1-800-667-7933
- 4) Or contact us and we can arrange an in-person meeting with one of our field representatives



If you donate \$100 or more, we will send you our magazine, The Taxpayer, three times a year. The CTF is not a charity and donations do not qualify for a charitable tax credit.



Donors interested in leaving a legacy gift in their estate or providing a living legacy can get more information by visiting <u>taxpayer.com/Legacy</u> or by emailing Rick Pepper, Director of Legacy Programs, at <u>rpepper@taxpayer.com</u>.



### Visit our websites:

Taxpayer.com DebtClock.ca GenerationScrewed.ca

### Contact us:

Administration office #501, 2201 11th Ave Regina, SK S4P 0J8 1-800-667-7933

#### Ottawa office Suite 712 - 170 Laurier Ave W Ottawa, ON K1P 5V5 1-800-265-0442











