



PILLAR
nonprofit network

2016
ANNUAL REPORT



TAKING IT TO THE NEXT LEVEL



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ABOUT PILLAR

A YEAR OF CELEBRATION

2016 was a year of celebration for Pillar. Over the course of the year, we recognized three major milestones: Pillar's 15th birthday, the 10th anniversary of the Pillar Community Innovation Awards, and the opening of Innovation Works. There was wine and cake at all three events (which is why we are also celebrating that Pillar is now located in an active, pedestrian-oriented environment!).

Each milestone provided an opportunity to reflect on the evolution of our organization, our sector, and our community. Each reflected how we have reached new heights in thinking big, being bold, taking risks, and pushing the boundaries.

We are seeing new approaches to sustainability, finance, governance and collaboration being put into practice and yielding results. The best successes of 2016 are those which are shared, and where we saw organizations and people step up to be a part of something bigger than themselves.

On behalf of the Pillar Nonprofit Network's Board of Directors and staff team, thank you to our Members, Sustainers, investors, donors, supporters, volunteers, partners and everyone who stepped up to make 2016 a year full of celebration. We're excited to see what we can do together in 2017.

Kate Graham, Board Chair
Michelle Baldwin, Executive Director



IMPACT 2016

Pillar Nonprofit Network strengthens the impact of the nonprofit sector. We connect the three pillars: nonprofit, business and government – to create community impact. We spark innovation.

WORKSHOPS & TRAINING SESSIONS

51 workshops held.

1832 attendees.

DIVERSECITY ONBOARD

46 candidates.

20 participating boards.

VOLUNTEERISM

38,000 connections to volunteer opportunities.

4,216 youth contributed 17,324 volunteer hours through ChangeTheWorld Ontario Youth Volunteer Challenge.

7 schools participated in ChangeTheWorld.

ATTRACTING TALENT

43,500 connections to nonprofit job opportunities.

SHARING STORIES

850 attended the Pillar Community Innovation Awards.

10,000 visits to online event board.

SOCIAL ENTERPRISE

80+ social enterprises in London.

30 social enterprises coached.

SOCIAL FINANCE

\$97,500 invested in local social enterprises through VERGE Capital.

INNOVATION WORKS

130 co-tenants across all 3 sectors.

235 individuals working in the space.

TOP QUESTIONS FROM OUR MEMBERS

Pillar supports nonprofit member organizations in fulfilling their missions in our community. What does that look like, exactly? Here's a snapshot.

Membership Resources

Q. We're updating our governance policies and manuals. What should we include?

Pillar members have access to exclusive resources including our media list, handbooks and templates. You don't need to start from scratch!

Q. Can you help us promote our event / find volunteers / promote a job opening?

We help our members connect with talent eager to engage in the nonprofit sector and spread the word about upcoming events right on our homepage. An organization membership includes unlimited posts on our website for volunteers, job openings and events.

Social Enterprise

Q. I've been doing this as an act of kindness for so long. Can I actually make money as a Social Enterprise?

Yes! We offer free coaching to social enterprises including business model canvassing to set them on the path toward establishing a sustainable business model. "No money, no mission!"

Board Governance

Q. What does fiduciary responsibility mean exactly? I sit on a board and I'm told that I have this responsibility.

We offer workshops, training programs and consulting in board governance and diversity that help nonprofit board members understand the accountabilities associated with their role.

Social Finance

Q. What is social finance? It's not a donation? How does my investment create impact and make money?

Pillar has positioned itself as a regional leader in social finance. We provide a platform for learning about and engaging in the process of connecting local caring investors with local social enterprises.

ED Support

Q: I am a new Executive Director leading staff and working with a board. What do I need to know to be successful?

Pillar provides leadership and board governance resources and training including the Leadership Beyond the Box Program, Online Board Governance Program with DiverseCity onBoard, and in-person All About Boards Program. Further, if a new Executive Director needs suggestions for a possible mentor we can do that too!

Training & Education

Q. What training opportunities are you offering this year?

We customize our training opportunities each year based on the needs of the community. We keep our ear to the ground and respond to current trends, interests, policy changes and topics we know the community could benefit from.

A VOICE FOR THE NONPROFIT SECTOR

Like a duck floating along the water and paddling like mad underneath, we work hard behind the scenes to ensure nonprofits have a voice in issues affecting the sector.

Michelle Baldwin, Executive Director, continues her work representing nonprofits on the Community Hubs Advisory Group, to which she was appointed by Premier Wynne in 2015. The group's goal is to remove barriers to community hubs and provide support to build strong communities. Read the one-year progress report at www.ontario.ca/communityhubs

Dharshi Lacey, Diversity & Governance Manager, continues her work on the City's Poverty Panel. 112 recommendations were identified and released in the "London For All, A Roadmap to End Poverty" report, March 2016. The goal of these recommendations is for London to reach its full potential by ending poverty in one generation.

Andre Vashist, Social Finance Manager, represents Pillar as a member of the Government of Ontario Ministry of Economic Development and Growth Social Enterprise Unit's Impact Measurement Task Force. As a member of the Task Force, Pillar has been an active voice in ensuring there is a cross-sectoral approach to achieving impact through business strategies.



AREA OF FOCUS: SHARING STORIES

The **2016** Pillar Community Innovation Awards marked a 10th anniversary celebration. Over the past 10 years we have shared the stories of **120 finalists**, recognizing **40 award recipients** and inspiring over **6000 attendees**. Each year we kick off the evening with special guest entertainment, some fun and games, followed by the awards celebration. This year was no exception with Bollywood Express dancers, a FUNdraiser game of “Heads or Tails” and the **#PCIA16** stories of Innovation, Leadership, Impact and Collaboration.



AREA OF FOCUS: SHARING STORIES

WHAT ARE PEOPLE SAYING ABOUT #PCIA16...?

“This was my first time attending and I think that this was the networking event of the year! I hope to come back years and years to come. It was a wonderful event and it was very motivational.”

“I learned a lot about things that are happening in our community. The experience reinforced how vital it is for people/groups to work collaboratively to make things happen and make a difference. I came away inspired and very thankful to be living in London.”



2016 AWARD RECIPIENTS:

Innovation: TVDSB’s GENTLE Reception Centre Program

Leadership: John Leitch

Impact: Pathways Skill Development and Placement Centre

Collaboration: Intergenerational Choir Project

2016 Pillar Community Innovation Award recipients for Innovation, Leadership, Impact & Collaboration.



FUNdraiser game of “Heads or Tails” from The 2016 Pillar Community Innovation Awards.

Join us on November 22nd for #PCIA17.

AREA OF FOCUS: DIVERSITY & INCLUSION

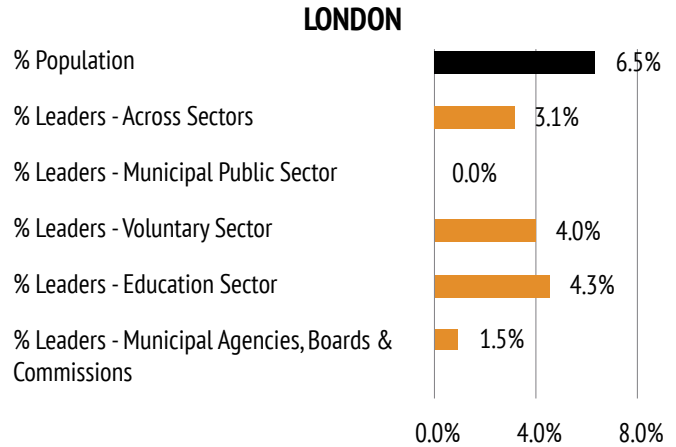


The DiverseCity onBoard Program helps nonprofit boards, public sector boards and commissions find qualified candidates from under-represented communities. In 2016 we had 46 new candidates sign on to the program and 32 board matches were facilitated.

We saw the results of our application for a Mitacs Accelerate Internship in partnership with the Hamilton Centre for Civic Inclusion and Volunteer Ottawa. Through this internship, the Western Centre for Research on Migration and Ethnic Relations conducted research and released their findings in 2016. The results prove that minorities and particularly visible minority women are seriously under-represented in leadership positions in London.

This research demonstrates the importance of Pillar's DiverseCity onBoard program and also provides benchmark data so that we can assess in 3-5 years if our community has become more inclusive at these leadership tables. The full report is available on Pillar's website www.pillarnonprofit.ca

Representation of Female Visible Minorities in Leadership Positions in London.



“These results demonstrate that there is still much work to do to ensure that the voices of visible minorities, and particularly visible minority women, are heard through their representation in the most senior leadership positions in the nonprofit and public sectors.”

– Victoria Esses, Researcher, Western University

The DiverseCity onBoard program is funded by the Ontario Trillium Foundation.

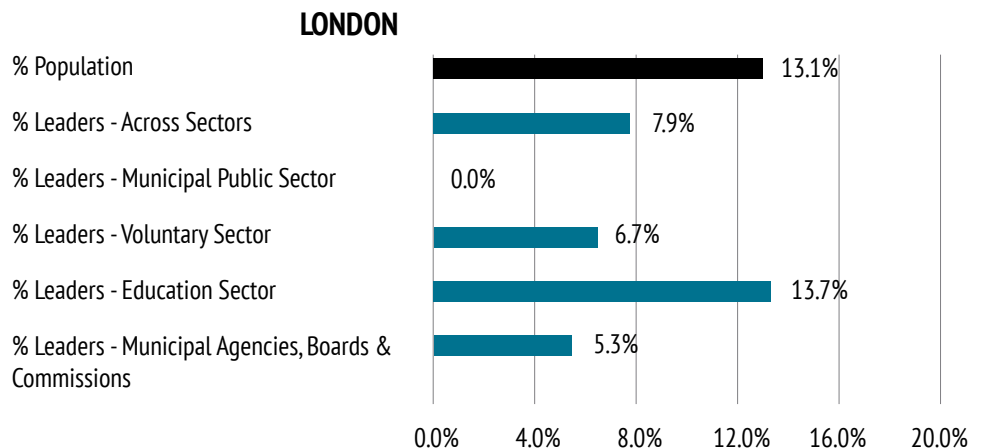
Ontario
Trillium Foundation



Fondation Trillium
de l'Ontario

An agency of the Government of Ontario
Un organisme du gouvernement de l'Ontario

Representation of Visible Minorities in Leadership Positions in London.



AREA OF FOCUS: SOCIAL ENTERPRISE

London has over 80 businesses that exist for the dual purpose of generating revenue and creating social impact. Pillar has focused on Social Enterprise for the past 8 years and has evolved to be recognized by Londoners as an entry point for this unique type of entrepreneur. Pillar provides a support system for social enterprise to grow and flourish through coaching supports and connections to resources.

In 2016, we held over 141 sessions with 30 individuals or organizations, realizing that the more coaching and connecting we do, the greater the ability for social entrepreneurs to succeed. One of our greatest highlights was no doubt FUEL, an unprecedented event where members from every one of London's entrepreneur support organizations worked with 8 Social Enterprises in training and business plan development, including a pitch competition.

Applying our key learnings in our programs for 2017 will see a streamlined intake process, newly adapted tools and a robust advisor process.

**“In 2016,
we held over 141
sessions with over
30 individuals
or organizations.”**

Social Enterprise in London, Ontario



AREA OF FOCUS: SOCIAL INNOVATION

Eight years of moving from idea to bricks and mortar. Three years of collective collaboration. Hundreds of volunteers and community members' time and effort.

One vision: Build a space for social innovators.

Since Innovation Works opened in June 2016, over 1500 people have walked through the door of this stunning heritage building where magic happens every day. As a start up, we have been practicing what we preach over the past several months, developing the model, the relationships, the processes and the power required to run this 32,000 square foot house. From figuring out how to manage our dog-friendly policy to making sure our state of the art sound system is functional and ready for events, we are discovering exactly how to turn this space into more than just a location.

By the end of 2016, there were 116 individuals representing 82 organizations hanging their hats at Innovation Works on our second floor, eagerly awaiting the opening of the full building in the new year. Since then, the number of change-makers exploring their collective curiosity within these walls has more than doubled. Nonprofits and businesses alike are thriving and enjoying a new way of co-working that amplifies impact in our community.

We continue to fill our desks with the goal of eventually having a waiting list for tenancy. Currently, there are Flex Desks and Permanent Desks awaiting socially minded individuals who can contribute to our vision: to be recognized by our community, government and partners as London's social innovation hub, fostering significant positive impact. **Are you IN?**



They're all in. Are you?



We celebrated the opening of Innovation Works with over 550 friends and neighbours at the biggest block party in London.



AREA OF FOCUS: SOCIAL INNOVATION

There's a little something for everyone at Innovation Works.



BE AN INNOVATOR FOR A DAY

"Innovation Works provides an inspirational, forward thinking work environment where people can either work on their own, or comfortably exchange their ideas with one another. The space itself is extremely motivational."

– **Nicole Mussico, Business Connector, City of London**
(Joined us as an Innovator for a Day and became a co-tenant immediately afterwards)

HOST YOUR EVENT HERE!

"We hosted a retreat at Innovation Works for our team, Ally@Ivey, a group of student leaders who are passionate about diversity and inclusion. It was so inspiring to be in a beautiful new space dedicated to social innovation - our team kept asking how and when they could come back next!"

– **Danielle Sakher, Ivey Student**



BECOME A CO-TENANT

"As a sole proprietor, I was missing the opportunity to interact with and learn from other people. Innovation Works has filled that gap and has resulted in my involvement in a number of unique collaborations that I would not have been part of if I weren't a co-tenant."

– **Sheila Simpson, Co-Tenant & Consultant**

BECOME A DECA

"So many amazing things have come from my interactions at Innovation Works. I volunteer 8 hours once a week, and in return, get full access to the space. During that volunteer time, I get to work on several different projects for the space, while also meeting many passionate, driven, and like-minded individuals."

– **Julia Latacka, DECA Volunteer & Western Student**

AREA OF FOCUS: TRAINING & EDUCATION

LONDON LIFE SOLUTIONS LAB

In the spring of 2016 we prototyped an event called the Solutions Lab, where we explored, challenged, designed and helped people make progress on complex issues impacting our community. The goal of London Life Solutions Lab at Innovation Works is to enhance a culture where people feel safe to try new things, learn from their mistakes, and pick themselves up and try again.

At the prototype event we asked the community to bring together diverse thinkers and gave them the time, space and process to support them as they identified needs and explored possible solutions in order to create breakthroughs and a way forward. Participants had the opportunity to learn about and practice generative listening and collaborative techniques, 2D, 3D and 4D prototyping and mindfulness.

Some of the topics explored were food security, ending violence against women, inclusion, and financial sustainability for millennials. Using design-thinking principles we began the work that we know will continue as part of the London Life Solutions Lab at Innovation Works.

Feedback from participants:

“What did the solutions lab spark?”:

“New ideas and potential cross-organizational collaboration. Better self-awareness for me personally and the organization. Time and space to reflect on the system we hope to influence.”

“We now have a solid intention, and an action plan. Something we couldn’t articulate on arrival (just knew we were stuck).”

“New ideas and collaborative partnerships. Not necessarily a solution, but a start.”

“Working in isolation doesn’t solve our most complex problems. Working together on our community’s toughest issues will help take initiatives further and create a greater impact.”



Have a social issue that involves multiple stakeholders?
Design thinking might be right for you.

Email info@innovationworkslondon.ca

AREA OF FOCUS: IMPACT CONSULTING

STRENGTHENING IMPACT!

As part of a strategic review of Pillar's Consulting & Advisory Services, we engaged an Ivey Field Project team of HBA students from the Ivey Business School to assist in evaluating, re-designing, branding and launching a new consulting model for Pillar. The goal is to build on the strengths, capabilities and areas of expertise that Pillar has been developing over the last several years, in alignment with the strategic priorities established by the Board of Directors.

With a view to strengthening the impact of the nonprofit sector, our cross-discipline team of subject area experts, coupled with our partners and collaborators in the community and resident at Innovation Works, we look forward to working with our clients to amplify their social impact.

We are proud to announce the launch of Impact Consulting and would like to take this opportunity to express our thanks to the Ivey Business School and HBA Students for their assistance with this project.

impact.
CONSULTING

Social Innovation



- Solutions lab
- Design thinking
- Shared space feasibility study
- Facilitation, workshops, retreats
- Collaborative projects

Social Enterprise



- Flourishing business model canvas
- New venture creation
- Feasibility studies
- Market analysis
- Impact measurement and management
- Business plan development
- Implementation plan

Social Finance



- Capitalization strategies
- Financial modeling including development, analysis and scenario testing
- Product development and implementation, e.g. Community Bond
- Impact measurement and management
- Investor relations

Board Governance



- Board governance/bylaw review
- Board training
- Board recruitment
- Board planning

Diversity Training



- Diversity workshops
- Leadership development
- Recruitment

AREA OF FOCUS: SOCIAL FINANCE

Since the official launch of VERGE in January 2016, we have positioned ourselves as a regional leader in social finance, supporting early stage and high growth social enterprises access capital and wraparound support. Through this community-based collaboration, we have increased awareness of impact investing across public and private sectors.

Thank you to our wonderful community collaborators: **Libro Credit Union, Lina Bowden, London Community Foundation, Sisters of St. Joseph and United Way London and Middlesex.**

Thank you to the support and funding from the **Government of Ontario and the Ursuline Sisters of Chatham.**



For the Love of Laundry

Impact:

Laundry Service: 18 events, 809 people served, 3321 free loads, \$16K of free service

Environment: 4921 loads using all natural product, \$36K saved in energy costs

OEV Grocer

Impact:

OEV has employed 14 people

Employee Target Groups: Young person: 3, Person with disabilities: 13, Individual with mental health or addiction challenges: 4, Low-income individuals: 11

Textbooks for Change

Impact:

Education: # of books received: 175,858, # of books donated: 72,161, Donation: \$76,279

Environment: Recycled books: 51,198



VERGE celebrated its official launch in January 2016.

AREA OF FOCUS: SOCIAL FINANCE

NEW LOANS IN 2016



Momos at the Market is committed to cooking and serving freshly prepared food starting with natural, healthy & tasty ingredients while improving newcomer lives by providing job opportunities and training. Founder Yam Gurung is a dedicated social entrepreneur who is excited to grow Momos at their new location at the London Food Incubator and continue the growth of their Khaja Himalayan Granola products.



CyberSmart Canada Inc is dedicated to empowering Canadian parents & organizations to keep kids safe online. Their goal is to reach 250,000 families by the end of 2021 through in-person training, online webinars and training courses. CyberSmart Canada is poised to be the #1 source in Canada for cyber safety tips to keep kids safe in our fast changing digital world.



earmark

Earmark is an exciting new social enterprise that uses revenue earned from real estate commissions to invest in the fabric of the London community and support the work of “change makers”. In partnership with StreetCity Realty, founder Marla Marnoch is committed to building a vibrant, caring city.



Loko Sport is a Canadian activewear line designed for women of all shapes and sizes. We are excited for the launch of their social selling initiative in which they will be collaborating with yoga and fitness instructors in order to provide wellness opportunities for individuals that face challenges.

SOCIAL ECONOMY ROUNDTABLE

On November 18th, as part of Global Entrepreneurship Week, Pillar Nonprofit Network and VERGE Capital hosted a Social Economy Roundtable to discuss the state of London’s social economy – the intersection of the business and public sectors – in which 70 movers in the field attended.

“Connecting with others to network and support the social enterprise movement is great. I feel empowered to know that there is such a strong like-minded community committed to watch this grow.”

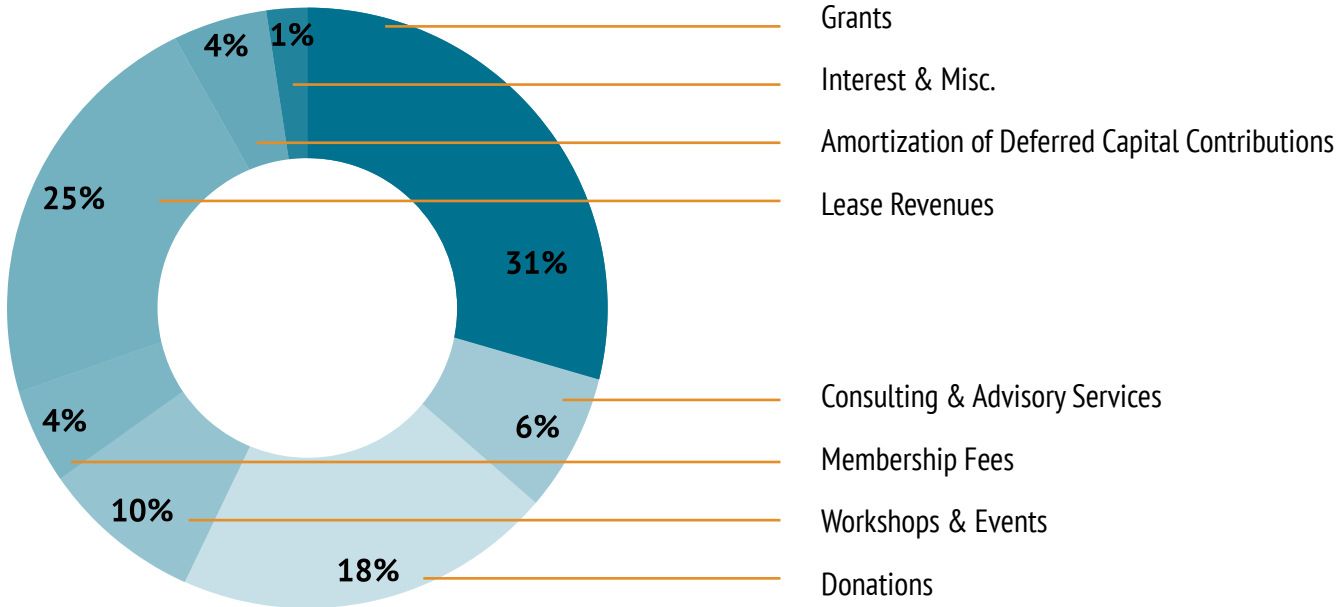
“Inspiring to see a diverse representation of organizations and sectors come together to hear from each other, increase knowledge and strategize about how to create social change in London and Middlesex County.”

\$97,500 invested in local social enterprises in 2016.

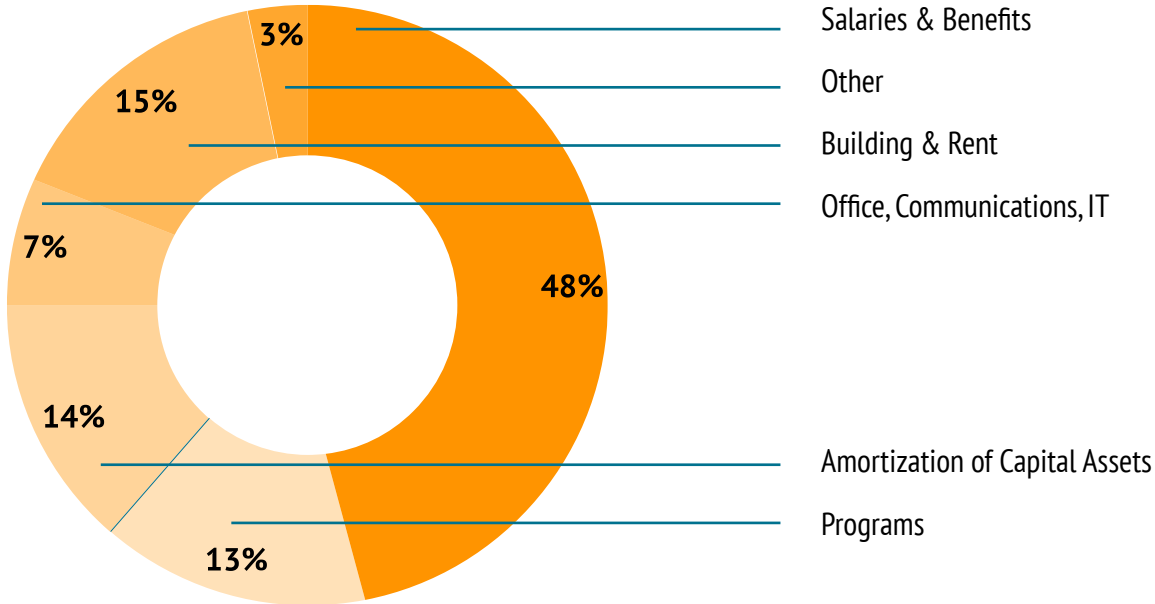
\$232,500 invested in local social enterprises in total.

FINANCIAL REPORTING

TOTAL REVENUES



TOTAL EXPENSES



BOARD OF DIRECTORS

Pillar Nonprofit Network is governed by a trailblazing Board of Directors.

Rose Aquino
Ericka Ayala Ronson
David Billson
Jason Gilliland
Kate Graham
Mike Hammond
Jason Kerr
Josie Lane
Pamela Laughland
Bianca Lopes
John MacFarlane
Russ Monteith
Harry Orbach Miller
Dipesh Parmar
Michelle Quintyn
Sydney Scott
Yvette Scrivner
Michael Smit
Nicole Spriet
Kyla Woodcock



Not Pictured: Rose Aquino, Jason Gilliland, Josie Lane, Bianca Lopes, Russ Monteith, Harry Orbach Miller, Michelle Quintyn, Sydney Scott, Michael Smit.

SUPPORTERS

The following organizations and individuals help us to strengthen the impact of the nonprofit sector for an engaged, inclusive and vibrant community.

Sustainers

3M
Brian Meehan
The Canadian Medical Hall of Fame
Canadian Mental Health Association - Middlesex
Connect Dot Management Inc.
Ellipsis Digital
Fanshawe College
Foster, Townsend, Graham and Associates
Goodwill Industries - Ontario Great Lakes
Greg Moran & Mindy Gordon
Horizon Leadership Inc.
The Lawson Foundation
Libro Credit Union
London Community Foundation
London Convention Centre
London Economic Development Corporation (LEDC)
London Health Sciences Foundation
PwC
sagecomm
TD Bank
The Tricar Group
Westminster College Foundation

Supporters

City of London
Continuing Studies at Western
Fanshawe College
Ivey Business School
Libro Credit Union
London Community Foundation
Ministry of Citizenship & Immigration
Ministry of Economic Development & Growth

Ontario Trillium Foundation
Sisters of St. Joseph
United Way London & Middlesex
Youth Opportunities Unlimited

Pillar Community Innovation Award Sponsors

3M
AGF
architects Tillmann Ruth Robinson
Auburn Developments
Brown Beattie O'Donovan LLP
Business London Magazine
City of London
Cornerstone Architecture
Corus Entertainment - FM96/AM980/Country104/FreshRadio103.1
Cowan Insurance
Davis Martindale
Decade Group
Deloitte
Diply
Ernst & Young LLP
Fanshawe College
Freeman AV
Gotham Studios
Harrison Pensa
Horizon Leadership Inc
HRdownloads
Jones Packaging
KPMG LLP
London Economic Development Corporation
Libro Credit Union
London Convention Centre
London Free Press
McCormick Canada
Miller Thomson LLP
Nicholson Sheffield Architects Inc.
Nothers Signs & Recognition
ON Communication
RBC
Rogers TV
Scotiabank, London Main Branch
Sisters of St. Joseph
Skrypnyk Group
Southside Construction (London) Limited
SportsXpress
Spriet Associates Ltd.
TD Bank Group

The Londoner
Tool and Cutter
Trojan Technologies
VersaBank
Voyageur Transportation

Professional Development Presenters & Panelists

Anna Foat, Big Dog Sales Consulting
Annette Markvoort, LEAP Junction, Fanshawe College
Brian Meehan, Museum London
Brittany Medeiros, London Economic Development Corporation
Chris Moss, Chris Moss Leadership Consulting
Colin Macaulay, Tech Alliance
Colleen Sharen, Brescia University College
David Corke, London Training Centre
David Sumpton & Anita Vincent
Doug Broadband & Charlotte McEwen, The J.W. McConnell Family Foundation
Frank Pyka
Geoff Evans, Social Media Coach
Jaclyn Longo, Propel, Western University
Janet Flood, Horizon Leadership
Jill Jeneroux, Community Volunteer
John Craven, Craven Consulting Group Inc.
John Doan, On The Threshold
Julie Forrester, Goodwill Impact Loan
Justin Carter, RISE Asset Development
Kelsey Ramsden, Consultant
Lina Bowden, Community Volunteer
Lissa Foster, Canadian Medical Hall of Fame
Lori Runciman, London Community Foundation
Mary Margaret Dixon, Youth Advisory Council
Maureen Hagan, Goodlife
Nawaz Tahir, Partner Miller
Nicole Kovacs, Kovacs Group
Phil Singeris, Small Business Centre
Rebekah Morrison-Wize, London Arts Council
Sharon Bunce, HRdownloads
Sheila Simpson, Sheila Simpson Associates
Stephen Faul, Imagine Canada
Tracey Church, Tracey Church & Associates
Zev Frishman & Rob Boston, Morneau Shepell

SUPPORTERS

Innovation Works Donors

Innovation Works has attracted tremendous community support from government, corporate, foundation and individual donors. We wish to express our deepest thanks to everyone who has donated to the launch of Innovation Works.

VISIONARY (\$250,000 or more)

Anonymous
Ontario Trillium Foundation
Ursuline Sisters of the Chatham Union

INNOVATOR (\$150,000 to \$249,999)

London Life
The Lawson Foundation

GAME CHANGER (\$50,000 to \$149,999)

Anne Bergeron
architects Tillmann Ruth Robinson
BMO Financial Group
Enabling Accessibility Fund - Government of Canada
GoodLife Fitness
Libro Credit Union
London Community Foundation
Lynn Davis
McCormick Canada
RBC
TD Bank

TRAILBLAZER (\$25,000 to \$49,999)

Cram Family
Estate of Donald J. Smith
Highstreet Asset Management
Norlon Builders
ON Communication
Paul Cocker
StarTech.com

CATALYST (\$10,000 to \$24,999)

Agape Foundation of London
in2space
Jones Packaging
Miller & Co. Wood Studio
PwC
Westminster College Foundation

LEADER (\$5,000 to \$9,999)

3M Canada
Bowden Family
Budweiser Gardens
Chaun McLellan
Denis & Nancy Lemieux
Donna & Brandon Gilbert
Helen & Andy Spriet
Joanne & Tom Cowan
Larry Myny
Michele Davies
OE Canada
The Walter J. Blackburn Foundation
Tides Canada Foundation - Dragonfly Strategic Grantmaking Fund

FORWARD THINKER (\$2,500 to \$4,999)

London Major Appliances
Nerds On Site

MOBILIZER (\$1,000 to \$2,499)

Downtown London
Howard & Lynda Rundle
Ryan Fraser
Jason Gilliland
Kate Graham

ABOUT PILLAR

Pillar Nonprofit Network strengthens the impact of the nonprofit sector. We connect the three pillars – nonprofit, business and government – to create community impact. We spark innovation.

Mission

To strengthen the impact of the nonprofit sector.

Vision

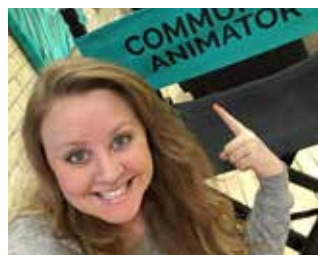
An engaged, inclusive and vibrant community.

Core Priorities

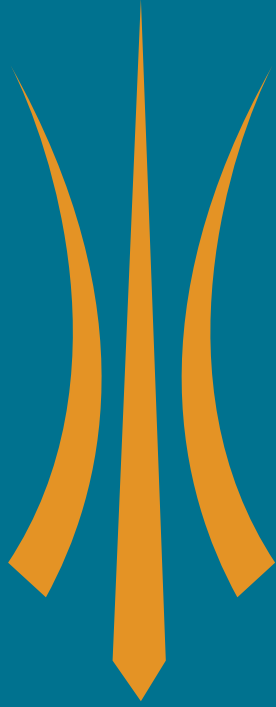
- Strengthening our community through increased awareness and advocacy of the nonprofit sector
- Supporting nonprofits to develop an equitable workplace that is diverse, inclusive and accessible to the community
- Promoting best practices and policies for an effective nonprofit sector
- Facilitating collaboration by connecting nonprofit organizations to each other and to the public and private sectors
- Finding new ways, programs and services to address our community's most persistent challenges

Programs & Services

- Advocacy & Awareness
- ChangeTheWorld Ontario Youth Volunteer Challenge
- DiverseCity onBoard
- Impact Consulting
- Information Sharing & Research
- Innovation Works
- Mayor's Featured Community Organization
- Membership Program
- Pillar Community Innovation Awards
- Professional Development for the Nonprofit Sector
- Social Enterprise Program
- VERGE Capital
- Volunteer Supports
- Willy Van Klooster Nonprofit Governance Scholarship







PILLAR

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