



CANADA COMPANY ANNUAL REPORT

2016



**MANY WAYS
TO SERVE**



Blake C. Goldring, M.S.M.
Founder and Chairman
of Canada Company,
Honorary Colonel, Canadian Army

MESSAGE FROM THE FOUNDER

As we reflect back on 2016, I am very proud of the great strides that we have made at Canada Company this year. It has been a busy period and I am pleased to share just a few examples of our success. At Canada Company, we continue to look for meaningful ways to support the men and women who serve in our Canadian Armed Forces.

On November 15th, at Canada Company's annual National Transition Exchange, the Honourable Kent Hehr, Minister of Veterans Affairs spoke to a crowd of nearly 400 employers and military members, announcing Employment and Social Development Canada's ground breaking partnership with Canada Company.

This partnership will help Canada Company to better serve military members, veterans, and Employer Partners across the entire nation by further developing our extensive online services and by providing a more targeted approach to matching military skills and training to civilian careers. New in 2016 is the complementary METSpouse Program, utilizing our proven expertise in military transitions to support military spouses through the unique challenges they face. This is another example how Canada Company meets the needs of the men and women of the Canadian Armed Forces and their families.

Canada Company became a truly national organization earlier this year with the official launch of our Atlantic Chapter headed by Board member, David Gough. David is an Honorary Colonel serving the 36 Signal Regiment. He is a member of the Canadian Forces Liaison Council's Nova Scotia Advisory Council, a founding Director of the Halifax Military Heritage Preservation Society, and a recipient of the Queen Elizabeth II Diamond Jubilee Medal.

The Canada Company Scholarship program continues to be a cornerstone of our organization. This year, we awarded scholarships to 19 students, bringing the total disbursement to \$438,000 since 2008. As well, in response to the ever-evolving needs of the Canadian Armed Forces and its members, Canada Company announced an enhancement to the Scholarship Fund to include children of parents whose suicide is deemed attributable to their military service.

Reflecting on another year of successes, I cannot help but have high hopes for the future of Canada Company. We have seen military personnel and civilians alike take up our cause from coast to coast, strengthening our network of dedicated members. I would also like to extend my personal thanks to all of our Canada Company members, donors, and sponsors, who take as much pride in our cause as we do, and make it possible for Canada Company to provide the greatest possible support for our men and women in uniform.

Goldring

Blake C. Goldring, M.S.M.

Founder and Chairman of Canada Company
and Honorary Colonel, Canadian Army





Honorary Colonel, Angela Mondou
President, Canada Company



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CANADA COMPANY STANDS ALONE, LEADING CANADA'S MILITARY TRANSITION PROGRAMS WHERE NO OTHER DEFENCE CHARITY HAS GONE BEFORE. WE UNDERSTAND AT AN INNATE LEVEL, THAT THE JOURNEY OF CAREER TRANSITION, PARTICULARITY FOR THE MILITARY MEMBER AND FAMILY, DESPITE THE INCREDIBLE TRAINING AND EXPERIENCE OF OUR MEMBERS - IS DAUNTING. EDUCATING, EMPOWERING AND CONNECTING OUR MILITARY MEMBERS WITH BUSINESS LEADERS AND EMPLOYMENT OPPORTUNITIES ACROSS CANADA IS THE RIGHT THING TO DO. FOR CANADA!

WE SUPPORT MILITARY AND THEIR FAMILIES BECAUSE WE KNOW HOW IMPORTANT THOSE CONNECTIONS ARE AND HOW MUCH SUCCESS RELIES ON HAVING THAT FOUNDATION. WE INNOVATE BECAUSE WE WANT TO TRULY MAKE A DIFFERENCE AND WE WANT TO LEAD THIS COUNTRY BY CHAMPIONING THOSE IDEALS AND THIS PROCESS.”

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Digital Innovation in Career Transition Technology 2016 has been a big year for innovation and technology at Canada Company as we begin plans to move our METForce program to a new digital level. Our groundbreaking new partnership with Employment and Social Development Canada (ESDC) and their \$1,058,000 investment in our digital transformation, gives us a chance to really make our mark and push our MET program to an entirely new level – optimizing, innovating and challenging ourselves to be better every day for our veterans, our business partners and our country. The development of the MET Pathfinder digital platform will ensure that the possibilities in programs and services to connect our members to business are limitless!

With over 255 military friendly employer partners joining forces across Canada, and almost 2000 military members and veterans now hired, Canada Company looks forward to 2017 as we continue to educate, enable and empower veterans and create unique opportunities for Canadian businesses to benefit from the strategy and discipline of this remarkable national talent.

Building a Better Canada Canada Company programs are built on successful partnerships with leaders in business, education and defense who are dedicated to helping us develop new and innovative ways to support military members, veterans and their families. With our strategic base of national executive leaders across the nation and deep relationships with senior defence leaders, our **Strategic Knowledge Exchange (SKE)** round-table forum, provides a multi-sector, approach to engage senior leadership in defence, security, business and academia in matters of national security. In April 2016, along with Canada's Chief of Defence Staff, Deputy Minister of National Defence and the CEO of Business Council of Executives, our **Strategic Knowledge Exchange** forum provided our members an exclusive opportunity to engage with this powerful leadership panel an opportunity to gain insight and provide input into Canada's Defence Policy review process!

Many Ways To Serve Canada Company is proud to provide a flexible and forward thinking approach in our support of military members and their families. In addition to our foundational Scholarship Program for the children of fallen heroes, we continue to celebrate our national heroes by offering communities across Canada the opportunity to commemorate Afghanistan Veterans at a local level through our LAV III Monument Program. Our first nine monuments were unveiled in 2016 with many more expected in 2017. We also continue to grow our METSpouse program, empowering the careers of military spouses through access to our many MET resources and employer partners across the nation.

DEAR CANADA COMPANY MEMBERS

Program Building

We are program builders, not fund raisers. We are proud of the programs and services that we have developed to serve the men, women, families and Veterans who have served our country. Programs that honour our fallen soldiers; Programs that connect veterans with jobs and provide hope and opportunity to those re-entering the Canadian workplace; Programs that build a bridge between business and defence; Programs that we hope will build a better Canada.

Building a Better Canada.

Canada Company takes pride in serving both our country, and our veterans, in many ways - whether that be celebrating our Military heroes and their families, or fostering a mutually beneficial exchange between Canada's remarkable military and our innovative Canadian business community. Canada Company is thankful for our growing membership base and corporate donors without whom our programs would not exist.

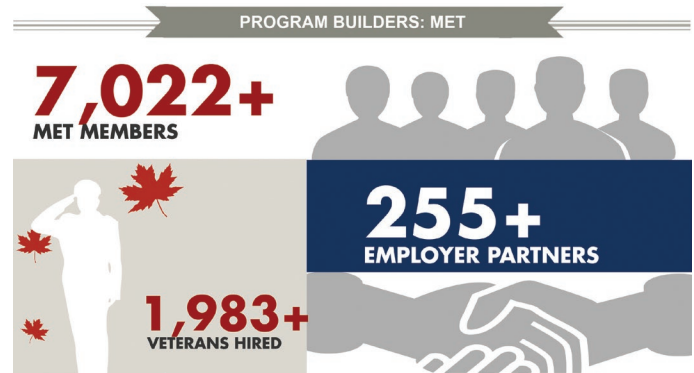
Credibility - 14% Fundraising ratio!

Canada company continues to show a strong fund-raising ratio - of every one dollar donated to Canada Company and our MET programs, **.84\$** goes directly to the development, execution and offering of programs directly to our key stakeholders. Canada Company is a strong program builder and has the reputation of developing and delivering tangible results. To date, our MET program has over 7,000 members and our 255 Employer Partners who have hired 1,983 veterans.

"Calian takes great pride in our strong partnership with Canada Company's MET and METSpouse Programs. You have provided us with a platform where we are able to build relationships with the military community and an in-depth understanding of what is needed to transition out of uniform."

Igor Radojevic

Recruiting Manager, Training and Engineering Services
Calian



OF EVERY ONE DOLLAR DONATED TO CANADA COMPANY AND OUR MET PROGRAMS, **.84\$** GOES DIRECTLY TO THE DEVELOPMENT, EXECUTION AND OFFERING OF PROGRAMS.

Educating Our Nation

One of our objectives is to engage and educate Canadian leadership through a strategic 'exchange.' Canada Company's **Strategic Knowledge Exchange Series** offers the opportunity of dynamic and engaging conversation between Industry, Defence and policy leaders across our nation with the vision of creating 'real' conversations that might help all of us as leaders and influencers build a better nation.

"The SKE has proven to be an incredible venue that enables a high level of thought and dialogue to occur between senior business leaders, academia and military leaders. It is a forum where ideas flourish and sharing of common challenges come to the forefront."

BGen Lowell E. Thomas, OMM, CD

Cmdr 4th Canadian Division / Joint Task Force (Central)

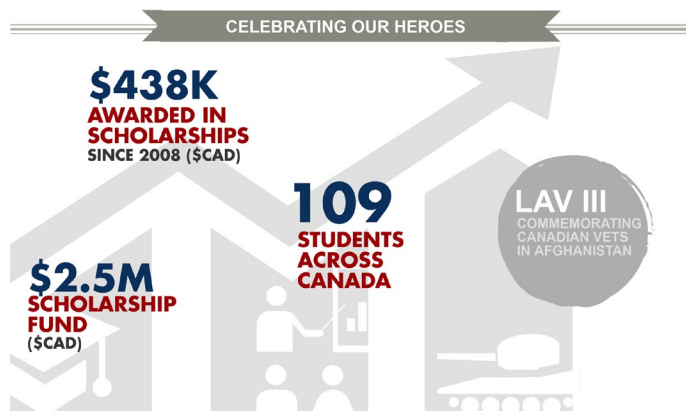
Celebrating our Heroes

To date, the Canada Company Scholarship Fund has awarded scholarships to 107 students across Canada to help them pursue their goal of obtaining a higher education. We are honoured by the continued support of both the military and business communities, and this event stands as a testament to the respect Canadians have for the men and women who serve.

"We're just very grateful to Canada Company for honoring men like my husband with this financial means for their children. Through the generosity of the Canada Company Scholarship Fund, all three of my children have been able to realize the dream of receiving a post-secondary education"

Belinda Naismith

Mother of 2016 Scholarship recipient



2016

CANADA COMPANY PROGRAMS

9th Annual Canada Company Scholarship Ceremony

On June 24, 2016, Canada Company held its 9th Annual Scholarship Ceremony in downtown Toronto, in the street level lobby of First Canadian Place. This year, the scholarships were presented by Canada Company Founder Blake C. Goldring, Lieutenant-General Marquis Haines, and Brigadier-General Lowell Thomas. The scholarships are awarded to the children of soldiers who gave their lives in service to their country, and the ceremony pays tribute to both the fallen soldiers, and their families. We are proud to say that this event has an incredible turnout every year.



LAV III Monument Program

The LAV III Monument Program converts military Light Armoured Vehicles (LAV) III into community monuments to commemorate the 40,000 Canadian Armed Forces who served in Afghanistan and especially the 162 Canadians who lost their lives. After one year of preparatory work, the first wave of community installations began in 2016 with a total of nine monuments within four provinces now displaying a modern-day symbol of appreciation for our modern-day veterans. The number of installations is expected to be the same in 2017.

< 1st Installation in Canada Oromocto, NB

Dedication of the Site June 19, 2015

Unveiling Ceremony June 22, 2016

Strategic Knowledge Exchange Series

The Canada Company *Strategic Knowledge Exchange* is a regular roundtable forum held throughout Canada, and occasionally beyond, for business leaders to expand their understanding about contemporary and future security environments. Held annually, these events bring together senior military leaders, defence specialists, and business leaders. The deliberative issue-focused and cross-sector briefings create a high level understanding of current and future strategic approaches to security and defence matters.



National Transition exCHANGE

The second annual National Transition Exchange took place on November 15, 2016 in Ottawa at the Canadian Aviation and Space Museum. This conference represents a platform to share innovation and best practices in employment transition – all with the goal of building a better, more military friendly Canada! Providing Veterans and business leaders with the education, awareness, and opportunity to develop their transition expertise, this year's event brought together 70 Employer Partners, and over 200 members of the military community for a full day of educational sessions, panel discussions, and a CareerConnect job fair.

The day featured special addresses from an impressive roster of keynote speakers:

- The Honourable Kent Hehr, Minister of Veterans Affairs and Associate Minister of National Defence
- Karen McCrimmon, MP (Kanata-Carleton) and Parliamentary Secretary to the Minister of Veterans Affairs and Associate Minister of National Defence
- David Allan, Founder of the Chris Allan Legacy Fund
- Vice-Admiral Mark Norman, Vice-Chief of the Defence Staff, Canadian Armed Forces
- Lieutenant-General Christine Whitecross, Chief of Military Personnel

The conference also included the second annual MET Top Employer Award ceremony, which was created in order to recognize the outstanding efforts of our Military Friendly Certified Employer Partners. We were honoured to have Vice-Admiral Mark Norman, Vice-Chief of the Defence Staff of the Canadian Armed Forces, and Karen McCrimmon, MP (Kanata – Carleton) and Parliamentary Secretary to the Minister of Veterans Affairs and Associate Minister of National Defence present the medals and awards. Congratulations to our winners: Aerotek, belairdirect, Calian Ltd and United Rentals!



GOVERNANCE

Canada Company Executive Committee

HCol Blake C. Goldring, M.S.M., LL.D., CFA is the Chairman and Chief Executive Officer, and a member of the Board of Directors of AGF Management Limited.

Mr. Goldring is Founder and Chairman of Canada Company and a member of The Canada Company Scholarship Fund Oversight Committee.

Bruce D. Bowser is President and CEO of AMJ Campbell Van Lines.

William Braithwaite is a Senior Partner in the Toronto office of the national law firm Stikeman Elliott LLP and is Secretary of The Canada Company Scholarship Fund Oversight Committee.

HCol David Gough serves as President of Export Nova Scotia Inc., assisting Canadian businesses facilitate their international trade initiatives while representing foreign interests in Canada to develop enduring and winning business relationships. In addition to being the Chair, Atlantic Chapter of Canada Company, he currently holds the positions of Chair, Atlantic Chapter of the American Chamber of Commerce in Canada, and a National Director and Secretary to the National Board, and serves on several private sector boards.

Steve Gregory is the President of the Quebec Chapter of Canada Company and the founder of the Operation Husky 2013 project. He is the CEO of IsaiX, a consulting firm specializing in sales performance management and coaching.

HCol Don Hewson is President and CEO of Brothers Creek Trading Ltd., a West Vancouver based log trading company specializing in the finance and marketing of logs for domestic and export markets. Don has more than 30 years' experience in the forest products industry, particularly in the British Columbia coastal market. Don is Honorary Colonel of 19 Wing Comox and member of the executive committee of the Seaforth Highlanders Patrons.

HCol Paul Hindo has spent the last 30 years in the Commercial Real Estate sector and is now with Nautical Lands Group. Paul has had extensive involvement in various public and community organisations such as Ottawa Regional Cancer Foundation, SCO Health Service Foundation and is currently serving as the Ontario Provincial Chair for the Canadian Forces Liaison Council.

HCol Tim Hogarth is the President and CEO of Pioneer Energy LP and its associated group of companies. Mr. Hogarth also serves as the Honorary Colonel of The Royal Hamilton Light Infantry Regiment.

François J. Joyet is President & founder of Maguire Bakeries, an independent manufacturer of bakery products for a healthier lifestyle based out of Quebec, Canada with sales throughout North America. He is also owner and founder of Bagel Maguire Café, an artisanal bakery café that has been in continuous operation since 1988.

Garfield Mitchell is a private investor and corporate director, currently serving on various boards. Mr. Mitchell is Chairman of The Canada Company Scholarship Fund Oversight Committee.

Lindsay Stollery is currently a portfolio manager for a resource based small cap fund and a private equity fund, Pino Grande. She sits on the board of governors of Rothesay Netherwood School in Rothesay, New Brunswick, and she is a director of East Kootenay Land Corporation, and Clearview Resources.

HCol John Wright is Senior Vice President and Managing Director of the North American Public Opinion Polling Division for Ipsos Reid. Mr. Wright is also an Honorary Lieutenant Colonel with the Ontario Regiment.

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Mr. Andrew Thiessen
Mr. Bob J. Thompson
Mr. John Tobin
Mr. Milan Topolovec
Mr. Cliff Trollope
Mr. Gregory Tsang
Mr. Wayne Tunney

Mme Martine Turcotte
Ms. Francine Vachon
Mr. Louis Vachon
Mr. Randy Vanderstarren
Mr. Richard Varkey
Mr. Terry Vaudry
Mr. James (JP) Veitch
Ms. Annette Verschuren
Mr. Gino Vettoretto
Mr. Kenn Voss
Mr. Milan Voticky
Mr. Thomas W.
Col [Ret'd] Duane Waite
Mr. John Walker
Mr. Bruce Walter
Mr. Michael Ward
Mr. Tim Wardrop
Mr. John Warren
Mr. Regan Watts
Mr. William Waugh
Mr. Kevin Webber
Mr. Michael Wekerle
Mr. Jay Welsford
Mr. Richard Wernham
Mr. Jeffrey Westeinde
Mr. Gavin Westermann
Mr. Galen Weston
Mr. Dan Whittle
Mr. Rob Wildeboer
Mr. John Williams
Mr. Richard Williams
Mr. Gord Williamson
Mr. James Williamson
Mr. Malcolm Williamson
Mr. Peter Willson
Mr. James Wilson
Mr. Geoffrey Wilson
Mr. Brett Wilson
Ms. Victoria Wisdom
Mr. Dan Wood
Mr. Matthew Wood
Ms. Ruth Woods
Mr. Harry Worsley
Mr. Jim Wortzman
Mr. John Wright
Mr. Jonathan Yen
Mr. Jeffrey York

Mr. David Young
Mr. Dave Young
Mr. Steve Zissopoulos
Mr. Moses Znaimer
Mr. Donald Zuill
Mr. Mark Zwanski

As of December 2016

Canada Company: Many Ways to Serve

Financial Statements

For the year ended December 31, 2016

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Independent Auditor's Report

To the Directors of

Canada Company: Many Ways to Serve

We have audited the accompanying financial statements of Canada Company: Many Ways to Serve (the "Foundation"), which comprise the statement of financial position as at December 31, 2016, and the statements of operations and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, the Foundation derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Foundation. Therefore, we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expenses, and cash flows from operations for the year ended December 31, 2016, current assets as at December 31, 2016, and fund balances as at January 1 and December 31 2016. The predecessor auditor's opinion on the financial statements for the year ended December 31, 2015 was modified accordingly because of the possible effects on this limitation in scope.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Canada Company: Many Ways to Serve as at December 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other Matter

The financial statements of Canada Company: Many Ways to Serve for the year ended December 31, 2015, were audited by another auditor who expressed a qualified opinion on those financial statements on June 29, 2016, for the reasons described in the Basis for Qualified Opinion paragraph.

Chartered Professional Accountants, Licensed Public Accountants

Markham, Ontario
June 28, 2017

Canada Company: Many Ways to Serve

Statement of Financial Position

December 31	2016	2015
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Assets

Current

Cash	\$ 883,198	\$ 412,379	
Restricted assets (Note 2)	109,812	157,493	
Pledges receivable	352,277	528,207	
HST rebate receivable	81,986	125,569	
Prepaid expenses	6,298	76,532	
	\$ 1,433,571	\$ 1,300,180	

Liabilities

Current

Accounts payable and accrued liabilities (Note 3)	\$ 231,056	\$ 151,047	
Deferred revenue (Note 4)	87,376	-	
	318,432	151,047	

Fund balances

General fund	1,002,517	988,830	
Scholarship fund	2,810	2,810	
General restricted fund	109,812	157,493	
	1,115,139	1,149,133	
	\$ 1,433,571	\$ 1,300,180	

On behalf of the Board:

_____ Director

_____ Director

Canada Company: Many Ways to Serve

Statement of Operations and Changes in Net Assets

For the year ended December 31

	General Fund	Scholarship Fund	General Restricted Fund		2016 Total		2015 Total
Revenue							
Donations (Note 5)	\$ 1,852,324	\$ -	\$ 429,810	\$ 2,282,134	84 %	\$ 1,984,338	92 %
Designated giving	-	191,786	-	191,786	7 %	94,896	4 %
Memberships	91,800	-	-	91,800	3 %	70,750	3 %
Government grant (Note 4)	157,508	-	-	157,508	6 %	-	- %
	2,101,632	191,786	429,810	2,723,228	100 %	2,149,984	100 %
Expenses							
Salaries and wages	685,153	-	91,656	776,809	29 %	656,393	31 %
Event costs (Note 5)	180,022	-	189,105	369,127	14 %	273,219	13 %
Management fees	340,044	-	-	340,044	12 %	136,995	6 %
Office and general	93,035	-	170,281	263,316	10 %	164,720	8 %
Scholarships	-	191,786	-	191,786	7 %	94,750	4 %
Marketing	177,118	-	-	177,118	7 %	-	- %
Donations	294,392	-	-	294,392	11 %	39,142	2 %
Education programs and materials (Note 5)	121,293	-	23,901	145,194	5 %	356,076	17 %
Travel	74,555	-	5,190	79,745	3 %	84,852	4 %
Professional fees (Note 5)	79,129	-	-	79,129	3 %	37,102	2 %
Translation expense	19,765	-	723	20,488	1 %	32,043	1 %
Technology	20,074	-	-	20,074	1 %	19,189	1 %
Fundraising expense	-	-	-	-	- %	200,288	9 %
	2,084,580	191,786	480,856	2,757,222	101 %	2,094,769	97 %
Excess (deficiency) of revenue over expenses	17,052	-	(51,046)	(33,994)	(1)%	55,215	3 %
Fund balances, beginning	988,830	2,810	157,493	1,149,133		1,093,918	
Interfund transfer	(3,365)	-	3,365	-		-	
Fund balances, ending	\$ 1,002,517	\$ 2,810	\$ 109,812	\$ 1,115,139		\$ 1,149,133	

The accompanying notes are an integral part of these financial statements.

Canada Company: Many Ways to Serve

Statement of Cash Flows

For the year ended December 31	2016	2015
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Cash provided by (used in)

Cash flows from operating activities

Excess (deficiency) of revenue over expenses	\$ (33,994)	\$ 55,215
Changes in non-cash working capital balances		
Restricted assets	47,681	(157,493)
Pledge receivable	175,930	(386,457)
HST rebate receivable	43,583	(69,963)
Prepaid expenses	70,234	(64,480)
Accounts payable and accrued liabilities	80,009	(246,860)
Deferred revenue	87,376	-
	<hr/>	<hr/>
Net change in cash	470,819	(870,038)
Cash, beginning of year	412,379	1,282,417
	<hr/>	<hr/>
Cash, end of year	\$ 883,198	\$ 412,379

Canada Company: Many Ways to Serve

Notes to Financial Statements

December 31, 2016

1. Summary of Significant Accounting Policies

- a. Nature of Operations** Canada Company: Many Ways to Serve (the "Foundation") was incorporated under the Canada Corporations Act without share capital on February 1, 2008 and is registered as a charitable organization for income tax purposes. The Foundation's purpose is to develop unique programs to assist those in the military and their families.

The Foundation is exempt from income tax under section 149(1)(l) of the Income Tax Act.

- b. Basis of Presentation** The Foundation has prepared its financial statements in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO"). They include the accounts of three funds: the General Fund, the Scholarship Fund, and the General Restricted Fund. Each of these funds has associated with it specific revenue and expenditures.

The Scholarship Fund reports the Foundation's scholarship activities. The purpose of this fund is to support post-secondary education endeavours of the children of fallen Canadian soldiers and subject to both internally and externally imposed covenants. A third party holds and manages the fund and funding is based on an individual basis without a predetermined use.

The General Restricted Fund is an internally restricted fund that reports the Foundation's LAV III activities.

All other transactions and balances are reported in the General Fund.

- c. Revenue Recognition** The Foundation follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue when received. Restricted fundraising revenue and expenses of future periods are deferred and recognized as revenue in the same period as the related expenses are recognized.

Pledge receivables are donations and gifts relating to events and agreements, and are recognized provided collection is reasonably certain.

The government grant is recorded on the accrual basis only to the extent that funds have been received or are eligible to be received by the Foundation by the date of these financial statements. Funds not yet received and amounts that are conditional upon certain future events occurring, for example, spending on project related expenses, will be recorded in the period in which they are eligible to be received. Funds received prior to the spending that has occurred are deferred.

Canada Company: Many Ways to Serve

Notes to Financial Statements

December 31, 2016

1. Summary of Significant Accounting Policies (continued)

- d. Donations In-Kind** The fair value of contributed materials and services, which would otherwise be paid for by the Foundation, is recognized when received.
- In instances whereby the fair value is not readily available, the contributed materials and services are not recognized in these financial statements.
- e. Financial Instruments** Financial instruments are recorded at fair value when acquired or issued and subsequently measured at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are charged to the financial instrument.
- f. Use of Estimates** The preparation of financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses for the year then ended. Actual results could differ from management's best estimates as additional information becomes available in the future.

2. Restricted Assets

The Foundation has entered into an agreement with a third party whereby funds were sourced and donated to fund the LAV III Monument Program.

	2016	2015
Cash	\$ 79,712	\$ 75,217
Accounts receivable	30,100	-
Prepaid expenses	-	82,276
	\$ 109,812	\$ 157,493

3. Government Remittances

Included in accounts payable and accrued liabilities are government remittances including payroll withholdings and related taxes of \$6,091.

Canada Company: Many Ways to Serve

Notes to Financial Statements

December 31, 2016

4. Deferred Revenue

	2016	2015
Beginning balance	\$ -	\$ -
Government grant received	243,884	-
Recognized as revenue	(157,508)	-
	86,376	-
Other	1,000	-
	\$ 87,376	\$ -

5. Revenue and In Kind Donations

The Foundation has recorded in kind service contributions of \$nil (2015 - \$157,681) and recorded \$nil of expenses (2015 - \$112,500 Education programs and materials expenses, \$24,000 Professional fees, and \$21,181 Event costs).

6. Related Party Transactions

During the year, the board members contributed office space, supplies, and administrative staff with no cost to the Foundation. These financial statements do not reflect the value of these contributions because of the difficulty of determining fair value.

The Foundation has established a scholarship fund administered by a private foundation. At December 31, 2016, the fair value of the scholarship fund, held by a private foundation was \$3,061,896 (2015 - \$2,746,559) which includes withdrawals of \$191,786 (2015 - \$94,750) to fund the scholarship awards and associated expenses. This is not reflected in the financial statements of the Foundation.

Donation receipts totaling \$15,700 (2015 - 121,165) were issued to the board members during the year.

Canada Company: Many Ways to Serve

Notes to Financial Statements

December 31, 2016

7. Financial Instruments

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Foundation's financial instruments that are exposed to concentrations of credit risk relate primarily to cash. The Foundation manages its exposure to this risk by maintaining cash with a major financial institution. The Foundation also has credit risk to the extent that pledges receivable are not collectible. The Foundation manages this risk by closely monitoring delinquent pledges and ensuring that late pledges and deviations are pursued.

Liquidity Risk

Liquidity risk is the risk that the Foundation encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk arises from accounts payable and accrued liabilities. The Foundation continues to focus on maintaining adequate liquidity to meet operating working capital requirements.

8. Comparative Figures

The comparative amounts have been restated to conform to the current year's presentation.