

# CANADA COMPANY

## MANY WAYS TO SERVE



## ANNUAL REPORT

2017





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

# MESSAGE FROM OUR FOUNDER

I am very proud of the great strides that we continue to make at Canada Company: Many Ways to Serve. For over 10 years, we have supported the men and women who serve in our Canadian Armed Forces and their families with relevant and innovative programs.

Since 2006, Canada Company has taken 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 - helping to create a Better Canada.

Highly regarded by military leaders, political and business leaders, community and media, Canada Company is a strong program builder and has the reputation of developing and delivering tangible results. In 2017, our programs and the impact our donors' support has made, were recognized by Charity Intelligence Canada, ranking Canada Company: Many Ways to Serve as a Four Star Top Veterans' Charity. This is a significant testament to the importance of the meaningful programs Canada Company delivers to those who serve.

Reflecting on this past year, 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.





# OUR MISSION: SUPPORTING CANADIAN MILITARY, THEIR FAMILIES & OUR VETERANS

**Program Building:** We are program builders, not fundraisers. 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 believe will build a better Canada.

**Building a Better Canada:** Canada Company takes pride in Serving in Many Ways - whether that be celebrating our Military heroes and their families, building a bridge between Canada's business and military leaders or assisting veterans and their spouses with finding meaningful employment and careers.

**Credibility** - 14% Fundraising ratio! Canada company continues to show a strong fundraising ratio - of every one dollar donated to Canada Company and our MET programs, .84\$ goes to the development, execution and offering of programs directed towards our key stakeholders. Canada Company is a strong program builder and has the reputation of developing and delivering tangible results.



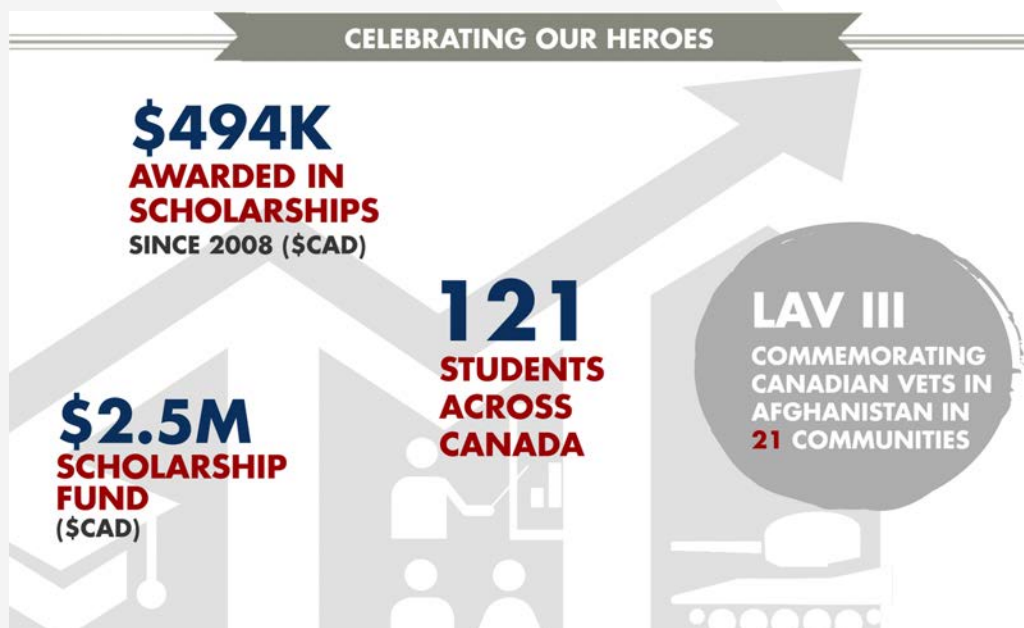
"It would have been inconceivable 15 years ago to see a time where business leaders are actively seeking to exploit the talents of our folks in service and to do the same with their families; where there are leaders, organizations, and advocates at large who are seeking to shape Canadian culture while enabling and supporting the entirety of our Canadian Force members in their career transitions - with dignity and mutual benefit; and where our people in uniform themselves would see these things in action - be able to leverage them for their and business' benefit - while remaining proud and a humble source of pride for their fellow citizens." LGen (ret'd) Stu Beare, Former Commander Canadian Joint Operations Command, Strategic Advisor to Accenture, Public Safety and Defence

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

**Celebrating our Heroes:** Canada Company was founded at the height of the Afghanistan conflict. With 158 fallen soldiers, it was the vision of our Founder Blake Goldring and our many donors to provide up to 100 children of fallen soldiers access to post-secondary education. Subsequently, the scholarship fund has grown to over \$3.5 million and expanded to include children of military members who took their lives attributable to military service.

**LAV III Program:** To commemorate all of our troops who served in Afghanistan, our LAV III program launched in 2014 offers communities across Canada the opportunity to feature the LAV III to commemorate the fallen who made the ultimate sacrifice for their country. We plan to have 33 monuments in place by early 2019.

"When we started Canada Company in 2006, we were driven by a deep appreciation for the selflessness of our military. We wanted to protect the legacy of military families - providing children of Canadian military personnel killed in the line of duty with scholarships. Our appreciation for the military continued to grow and that's when I started thinking that we could do something, something bold, something to champion our soldiers and help all Canadians benefit from their unique skillset and experience."  
Honorary Colonel Blake Goldring



# CANADA COMPANY PROGRAMS & EVENTS



## Military Employment Transition (MET)

Military Employment Transition (MET) program was started in 2012 with the aim of establishing, educating, and driving the connection and relationship between Canadian Armed Forces members and Veterans, and the leaders in the public and private sector offering employment opportunities. With approximately 5,000 Canadian Armed Forces members releasing from service each year, there is a growing untapped talent pool in Canada. Assisting Veterans in finding civilian employment offers an opportunity to bring a group of highly trained and skilled individuals into the private sector. The program has continued to grow year over year and to date, our MET program has over 9,500 members and 528 Employer Partners and Affiliates who have hired 3,030 veterans and spouses.



## MET Spouse

In the spring, we formally launched the Military Employment Transition (MET) Spouse program. This initiative was developed to assist spouses of Canadian Armed Forces (CAF) Members, Reservists and Veterans who are seeking employment in the civilian workforce. Military spouses are an untapped resource for a highly skilled and motivated work force. To date we have enabled the hiring of 273 MET Spouses.





## **MET Pathfinder**

MET Pathfinder, is the product of a unique partnership between Canada Company, the Government of Canada, and many large, prominent companies across Canada – who recognize transitioning military members as a skilled workforce that will meet the needs of many industry sectors.

This innovative App offers an exclusive and real-time connection to thousands of jobs across Canada or conversely, for employers to source thousands of transitioning military members, veterans and military spouses. But even more compelling for veterans is the automatic online creation of a business profile, uniquely corresponding a member's military occupation, rank, training and experience with directly matches to roles and skills required with the many jobs available. This innovative approach – takes the most difficult challenge out of military transition – by helping Canada's military describe an extremely unique career with the strength and clarity deserved.

The app uses technology that maps the talents of over 100 military occupations corresponding to careers in aerospace, telecommunications, IT, mining, cyber-security, engineering and many other professions and trades. To date, we have almost 300 Employer Partners who have joined this platform and are actively supporting our efforts to create employment opportunities for our Veterans.



### **10th Annual Canada Company Scholarship Ceremony**

On June 16, 2017, Canada Company held the 10th Annual Canada Company Scholarship Ceremony to recognize the selfless sacrifice that Canada's brave military personnel make in the service of their country and in tribute to the children they have left behind. Canada Company Founder, Blake Goldring and representatives from the Canadian Armed Forces presented scholarships to our 2017 recipients. The ceremony took place in Ottawa City Hall, Jean Pigott Hall. To date, the Canada Company Scholarship Fund has awarded 121 scholarships.



### **Strategic Knowledge Exchange Series**

On June 22, 2017, Canada Company held its fourth Strategic Knowledge Exchange. This roundtable forum enables Canada Company members and C-suite business executives to share thought leadership and best practices with the highest ranks of Canada's military leadership. This year's event focused on Gender and Diversity issues in and for CAF. The day began with remarks about the importance of gender and diversity from Her Excellency Sharon Johnston, CC, who is Honorary Captain (Navy) for Military Personnel Command. Fifty Canadian business and military leaders were present, and listened to presentations by Lieutenant-General Charles A. Lamarre, Chief of Military Personnel, Mr. Michael Bach, Founder & CEO of the Canadian Centre for Diversity and Inclusion, and Ms. Nicole Verkindt, CEO of OMX and a Dragon on CBC's Next Gen Den.







## National Transition exCHANGE

Canada Company's annual National Transition ExCHANGE (NTE) was held in September in Ottawa / Gatineau and provided a forum for our Employer Partners and members of the military community to connect through a full day of presentations, panel discussions and job fair. Over 400 attendees and 53 Employer Partners participated. The day featured special addresses from an impressive roster of keynote speakers:

- The Honorable Andrew Leslie, Parliamentary Secretary to the Minister of Foreign Affairs
- Major-General Wayne Eyre, Deputy Commander of Military Personnel, Canadian Armed Forces
- Benoit Tessier, Director of Employment and Social Development Canada



NTE went digital in 2017 with the launch of MET Pathfinder, a cutting-edge career transition services platform. Developed in partnership with Employment and Social Development Canada (ESDC), this digital application will help Canada Company better serve military members, Veterans, and Employer Partners by providing a more targeted approach to matching military skills and training to civilian careers and educating our Employer Partners about how military members' rank, occupation and experience can transition to civilian roles. The official unveiling of the app was received with great enthusiasm by members of the Armed Forces.

The conference also featured the MET Top Employer Awards which celebrates the outstanding efforts of Canada Company's Military Friendly Certified Employer Partners. We were honoured to have the awards presented by Lieutenant-General Michael Hood, Commander of the Royal Canadian Air Force and the Honourable Andrew Leslie, Parliamentary Secretary to the Minister of Foreign Affairs. This year's winners included Accenture, Calian, Johnson Controls, RBC Insurance and United Rentals.





### **LAV III Monument Program**

The Light Armoured Vehicle (LAV) III Monument Program continues to connect with communities across Canada from Vancouver, BC to Wellington PEI. Currently, eighteen communities have identified with our vision to commemorate our modern-day Veterans from Afghanistan and memorialize the 162 Canadians who lost their lives. Fifteen new communities will install and unveil their LAV III monuments in 2018.



### **Invictus Games - Veteran's Career Summit**

The 2017 Invictus Games were held in Toronto in September and included a career summit for Veterans and Military Members. The event ran September 28th and 29th at the Sheraton Centre and 20 Military Friendly organizations were involved. Canada Company participated in the Summit with a booth to promote Canada Company and the new MET Pathfinder App. Canada Company representatives, Marie Claire Ouellette and Don Gargano, met with approximately 100 attendees. Valuable connections were also made with current and potential new Employer Partners.

In addition to our participation as an exhibitor, Canada Company President, Angela Mondou participated on the Planning Your Transition - Set Yourself Up for Success panel. It was moderated by Dr. Marie Bountrogianni (Ryerson University) and panelists included Angela Mondou (Canada Company), Suzanne DePrizio (Johnson&Johnson), Denys Ouellet (CIBC).



## Operation Collaborative Spirit

On September 22nd, Canada Company took a group of "recruits" to CFB Petawawa Operation Collaborative Spirit. This exercise aims to familiarize senior government personnel and industry leaders with the combat capabilities. It allows the Canadian Armed Forces (CAF) to showcase its personnel and equipment and participants to develop a better understanding of the relevance and readiness of the Canadian Military. Canada Company donated \$20,000 to the Petawawa Military Family Resource Centre, continuing a tradition started in 2007.



## Career Connect

**Vancouver:** Canada Company hosted a career fair in Vancouver on May 31, 2018. Eighteen Employer Partners participated and 112 Veterans and Military Members attended.



**Montreal:** On October 5th, Canada Company ran a job fair for reservists in the Montreal area. The event has been run by the Reserves in the past but this year the organizers requested Canada Company's assistance. Canada Company's employer partner relationships were of particular value to the organization. 82 Reservists attended and 13 Employer Partners participated. Employers were very appreciative for the opportunity to meet with this new and different talent pool - young, just out of university or college and looking for entry level positions.



## **Canada Company Chapters**

Led by a team of dedicated volunteer leaders, our Chapters continue to connect our communities, the Canadian public and our military through some outstanding initiatives:

The Ottawa Chapter hosted its Annual Ski Day for CAF members and their families free of charge to thank them for their services and the sacrifices they make on our behalf.

Canada Company Quebec Chapter President, François Joyet hosted the first annual Member-Guest Mess Dinner at the Montreal Racquet Club with guest speaker Major-General JM Lanthier. The event was a great success and continues to strengthen the bridge between Corporate Canada and our Canadian Military.

The 9th Annual Golf Tournament presented by AMJ Campbell Limited raised over \$80,000 for the Military Employment Transition Program. 140 golfers enjoyed a great day at Devil's Pulpit and were treated to military displays and demonstrations on and off the course.

Ginger Petty held her 3rd annual Veterans Day Picnic in Montreal, QC at her country estate. She offers Veterans the chance to come and have fun at one of Montreal's most beautiful and exclusive vantage points. Approximately 250 Veterans were in attendance. Music, food and beverage were all donated by the Canada Company Quebec Chapter.

Canada Company was delighted to be the lead sponsor for the 39 Canadian Brigade Group (39 BCG) Gala Dinner, with proceeds going towards the 39 CBG Military Family Resource Centre. The 39 CBG Military Family Resource Centre is a voice for military families dedicated to providing services that meet the needs and challenges relevant to military lifestyle. Canada Company members present at the Gala were Dan Whittle, Hon Colonel (Ret) Steve Millen, Bill Waugh, Marcello DeCotiis, MWO (Ret) Gavin Lee, and Hon Colonel (Ret) Don Hewson.

Canada Company was proud to present a cheque for \$20,000 to the 19 Wing Padre's Benevolent Fund. This brings Canada Company's support to over \$40,000 since 2013. This fund is used when urgent and unexpected expenses befall members of 19 Wing and their families.

In October, Canada Company members were involved in the unveiling of a monument honouring soldiers with PTSD in Kirkland on Montreal's West Island. The monument aims to draw attention to invisible scars of war and was an initiative of the Respect Campaign, a group working to consolidate efforts to get soldiers and veterans the services they need.





# GOVERNANCE

## Canada Company Executive Committee

HCol Blake C. Goldring 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 organizations 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.

## **Canada Company Executive Committee, cont'd**

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.

Kerry Wheelehan is President and Chief Legal Officer, Scion International Consultants, Inc., currently provides expertise to the Roméo Dallaire Child Soldiers Initiative, a global partnership that is committed to the progressive elimination of the recruitment and use of child soldiers and other vulnerable populations worldwide. With more than 25 years of active service, Kerry retired from the United States Army in the rank of Colonel.

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Canada Company thanks the following organizations and individuals for their generous contributions in 2017.

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Geoffrey Parsons  
John Parsons  
Scott Paterson  
Prashant Pathak  
Paul Pathy  
Walter Perchal  
Greg Perkell  
Alex Pettes  
Pierre-Paul Pharand  
Andrew Phillips  
Mike Phillips  
Roberto Pietrovito  
Paul Pint  
Gary Polachek  
Eric Porter  
John Poulos  
Richard Pound  
Cathy Preston  
Evan Price  
Andrew Pringle  
John Puffer  
Gerald Pulvermacher  
Fred Pynn  
Robert Raich  
Cliff Randall  
Ravi Ranganathan  
David Rawlings  
Paul Reaburn  
Brian Read  
Gary Reamey  
Kevin Reed  
Hunter Reid  
George Reifel  
Dan Richards  
Hartley Richardson  
Gordon Ritchie  
Michael Ritchie  
Martine Rouleau  
Martin Rivard  
Michael E. Roach  
Charles Roberge  
Colin Robinson  
William Robson  
Michael Rodger  
William Rodgers  
Greg Rogers

## Our Members cont'd:

Greg Rokos  
Barnaby Ross  
Rocco Rossi  
Bruce Rothney  
Joseph Rotman  
Phil Rubano  
Louis Sapi  
Jean-François Sauve  
David Schellenberg  
Kevin Schiessler  
Michael Scott  
Robin Sears  
Daniel Sefton  
Graham Senst  
David Sepulchre  
Russell Shaw  
Joy Shikaze  
Bill Siegel  
Michael Sifton  
Marita Simbul-Lezon  
Murray Simmonds  
Bruce Simpson  
Charlie Sims  
Francois Charles Sirois  
Jordan Slatt  
John Sleeman  
Gregory Smith  
Paul Smith  
Philip Smith  
Roy Smith  
Crystal Smith  
Robert Smuk  
William Sobel  
Eddie Sonshine  
Phil Soper  
John Southcott  
Frank Spaziani  
Greg Speirs  
Warren Spitz  
Perry Spitznagel  
Wayne Squibb  
David Steele  
Erin Stein  
Lorne Steinberg  
Mercedes Stephenson  
Larry Stevenson  
Donald Stewart  
Ray Stewart  
Jeff Stibbard  
Steve Stipsits  
Gordon Stollery

Lindsay Stollery  
David Streeter  
Kevin Stripp  
Ganeshan Subramaniam  
John Sullivan  
Bob Sweet  
Cherry Tabb  
Larry Tanenbaum  
Lynn Tanner  
Nabil Tarcha  
Bruce Taylor  
David Taylor  
Losel Tethong  
Nicholas Thadane  
Martin Thibodeau  
John Thiessen  
Ronald Thiessen  
Bob Thompson  
John Tobin  
Milan Topolovec  
Max Torokvei  
Cliff Trollope  
Gregory Tsang  
Wayne Tunney  
Martine Turcotte  
Martha Turnbull  
Francine Vachon  
Louis Vachon  
Renee Van Kessel  
Richard Varkey  
Terry Vaudry  
James (JP) Veitch  
Annette Verschuren  
Gino Vettoretto  
Alexandra Von Schroeter  
Kenn Voss  
Milan Voticky  
John Walker  
Bruce Walter  
Michael Ward  
Tim Wardrop  
John Warren  
Joel Watson  
Regan Watts  
William Waugh  
Kevin Webber  
Michael Wekerle  
John Welsford  
Richard Wernham  
Jeffrey Westeinde

Gavin Westermann  
Galen Weston  
Rob Wildeboer  
Damon Williams  
John Williams  
Richard Williams  
Gord Williamson  
Peter Willson  
Brett Wilson  
Geoffrey A. Wilson  
James Wilson  
Tara Wilson  
Victoria Wisdom  
Matthew Wood  
Gene Woodbridge  
Ruth Woods  
Harry Worsley  
Jim Wortzman  
John Wright  
Jonathan Yen  
Jeffrey York  
David Young  
Steve Zissopoulos  
Moses Znaimer  
Mark Zwanski



**Canada Company: Many Ways to  
Serve**  
**Financial Statements**  
For the year ended December 31, 2017

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**Contents**

<b>Independent Auditor's Report</b>	<b>2</b>
<b>Financial Statements</b>	
Statement of Financial Position	3
Statement of Operations and Changes in Net Assets	4
Statement of Cash Flows	5
Notes to Financial Statements	6-9



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## Independent Auditor's Report

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### 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 "Organization"), which comprise the statement of financial position as at December 31, 2017, 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 Organization'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 Organization 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 Organization. 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, 2017, current assets as at December 31, 2017, and fund balances as at January 1 and December 31 2017.

#### 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, 2017, 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.



Chartered Professional Accountants, Licensed Public Accountants  
Burlington, Ontario  
April 26, 2018

# Canada Company: Many Ways to Serve

## Statement of Financial Position

December 31 2017 2016

### Assets

#### Current

Cash (Note 2)	\$ 966,381	\$ 962,910
Pledges receivable (Note 2)	477,938	382,377
HST rebate receivable	126,891	81,986
Prepaid expenses	6,719	6,298
	\$ 1,577,929	\$ 1,433,571

### Liabilities


#### Current


Accounts payable and accrued liabilities (Note 3)	\$ 311,533	\$ 231,056
Deferred revenue (Note 4)	-	87,376
	311,533	318,432

### Fund (deficit) balances

General fund	1,282,115	1,002,517
Scholarship fund	2,810	2,810
General restricted fund (deficit)	(18,529)	109,812
	1,266,396	1,115,139
	\$ 1,577,929	\$ 1,433,571

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		2017 Total		2016 Total
<b>Revenue</b>							
Donations	\$ 1,565,714	\$ -	\$ -	\$ 1,565,714	52 %	\$ 1,852,324	68 %
Contributions	-	-	135,000	135,000	5 %	429,810	16 %
Designated giving	-	112,972	-	112,972	4 %	191,786	7 %
Memberships	56,000	-	-	56,000	2 %	91,800	3 %
Government grant (Note 4)	1,115,755	-	-	1,115,755	37 %	157,508	6 %
	<b>2,737,469</b>	<b>112,972</b>	<b>135,000</b>	<b>2,985,441</b>	<b>100 %</b>	<b>2,723,228</b>	<b>100 %</b>
<b>Expenses</b>							
Salaries and wages	525,444	-	92,578	618,022	21 %	776,809	29 %
Event costs	186,825	-	1,495	188,320	6 %	331,156	12 %
Management fees	637,314	-	-	637,314	21 %	340,044	12 %
Office and general	108,747	-	1,160	109,907	4 %	122,410	4 %
Scholarships	-	112,972	-	112,972	4 %	191,786	7 %
Marketing	83,547	-	3,495	87,042	3 %	172,807	6 %
Donations	105,493	-	-	105,493	4 %	294,392	11 %
Monument costs	-	-	159,711	159,711	5 %	328,382	12 %
Travel	70,476	-	2,870	73,346	2 %	79,745	3 %
Professional fees	89,811	-	1,310	91,121	3 %	79,129	3 %
Translation expense	41,040	-	722	41,762	1 %	20,488	1 %
Technology	609,174	-	-	609,174	20 %	20,074	1 %
	<b>2,457,871</b>	<b>112,972</b>	<b>263,341</b>	<b>2,834,184</b>	<b>94 %</b>	<b>2,757,222</b>	<b>101 %</b>
Excess (deficiency) of revenue over expenses	279,598	-	(128,341)	151,257	6 %	(33,994)	(1)%
Fund balances, beginning	1,002,517	2,810	109,812	1,115,139		1,149,133	
Fund (deficit) balances, ending (Note 2)	\$ 1,282,115	\$ 2,810	\$ (18,529)	\$ 1,266,396		\$ 1,115,139	

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	2017	2016
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Cash provided by (used in)

Cash flows from operating activities

Excess (deficiency) of revenue over expenses	\$ 151,257	\$ (33,994)
Changes in non-cash working capital balances		
Pledge receivable	(95,561)	228,108
HST rebate receivable	(44,905)	43,582
Prepaid expenses	(421)	70,234
Accounts payable and accrued liabilities	80,477	80,009
Deferred revenue	(87,376)	87,376
	3,471	475,315
Net change in cash		
Cash, beginning of year	962,910	487,595
Cash, end of year	\$ 966,381	\$ 962,910

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# Canada Company: Many Ways to Serve

## Notes to Financial Statements

December 31, 2017

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### 1. Summary of Significant Accounting Policies

- a. **Nature of Operations** Canada Company: Many Ways to Serve (the "Organization") 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 Organization's purpose is to develop unique programs to assist those in the military and their families.

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

- b. **Basis of Presentation** The Organization 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 Organization'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 Organization's LAV III activities.

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

- c. **Revenue Recognition** The Organization 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 Organization 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.

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## Canada Company: Many Ways to Serve

### Notes to Financial Statements

December 31, 2017

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#### 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 Organization, 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.



## Canada Company: Many Ways to Serve

### Notes to Financial Statements

December 31, 2017

#### 2. General Restricted Fund

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

	2017	2016
Cash	\$ 41,237	\$ 79,713
Accounts receivable	22,500	30,100
	<u>63,737</u>	<u>109,813</u>
Due to general fund	<u>82,266</u>	-
General restricted fund (deficit) balance	<u>\$ (18,529)</u>	<u>\$ 109,813</u>

The amount due to the general fund is not shown separately on the statement of financial position. The amount of \$82,266 (2016 - \$Nil) will be transferred to the general fund subsequent to the year end.

#### 3. Government Remittances

Included in accounts payable and accrued liabilities are government remittances including payroll withholdings and related taxes of \$nil (2016 - \$6,091).

#### 4. Deferred Revenue

	2017	2016
Beginning balance	\$ 87,376	\$ -
Government grant received	1,029,379	243,884
Recognized as revenue	<u>(1,115,755)</u>	<u>(157,508)</u>
	1,000	86,376
Other	<u>(1,000)</u>	<u>1,000</u>
	<u>\$ -</u>	<u>\$ 87,376</u>

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## Canada Company: Many Ways to Serve

### Notes to Financial Statements

December 31, 2017

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#### 5. Related Party Transactions

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

The Organization has established a scholarship fund administered by a private organization. At December 31, 2017, the fair value of the scholarship fund, held by a private organization was \$3,210,328 (2016 - \$3,061,896) which includes withdrawals of \$112,972 (2016 - \$191,786) to fund the scholarship awards and associated expenses. This is not reflected in the financial statements of the Organization.

Donation receipts totaling \$nil (2016 - \$15,700) were issued to the board members during the year.

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#### 6. 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 Organization's financial instruments that are exposed to concentrations of credit risk relate primarily to cash. The Organization manages its exposure to this risk by maintaining cash with a major financial institution. The Organization also has credit risk to the extent that pledges receivable are not collectible. The Organization 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 Organization encounters difficulty in meeting its obligations associated with financial liabilities. Liquidity risk arises from accounts payable and accrued liabilities. The Organization continues to focus on maintaining adequate liquidity to meet operating working capital requirements.

These risks have not changed from the prior year.

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#### 7. Subsequent Event

On December 13th, 2017, Veterans' Affairs and the Government of Canada, through an RFP process, selected a professional Human Resources firm to deliver Career Transition Services for the next three to four years to military members, Veterans and their families. Accordingly, Canada Company has ceased to offer these services through their MET program effective March 31st, 2018.

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#### 8. Comparative Figures

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