

A YEAR OF CHANGE



CANADA COMPANY



MANY WAYS TO SERVE **ANNUAL REPORT 2018**

2018

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MESSAGE FROM THE FOUNDER AND CHAIR

In 2018, Canada Company saw many exciting changes. It is my great pleasure to share with you some highlights from a dynamic and forward-looking year.

The end of the Military Employment Transition (MET) Program on 31 March 2018 was a turning point for our organization. It provided us with the opportunity to reposition our efforts with respect to our ever-important objective of supporting our Canadian military, their families, and our Veterans.

We streamlined our many nationwide initiatives into major programs: Scholarships for children of our Fallen; the LAV III Monument initiative; *ExecConnect*; the *Aye Ready* and *A Day in The Life Of* programs; Recognition and Celebration; and the Strategic Knowledge Exchanges. We launched the *Je Me Souviens* Program to help educate Quebec secondary school students about members of their community involved in WWI.

This year of change also saw an important upgrading of our database system, as well as our presence on social media. We also updated our website, which I invite you to visit at www.canadacompany.ca. We welcomed 58 new members and with a small and dedicated team we realigned, consolidated, and confirmed our objectives for the future. Thanks to all our members, strategic partners and donors we were also able to continue with our *Many Ways to Serve* activities and events, not just meeting our goals for the year but surpassing them in many cases. Please read on for a summary of the year that has been, and a look into our future.

Blake C. Goldring C.M., M.S.M., CD
31 March 2019



OUR MISSION IN TRANSITION

2018 has been a year of transition for Canada Company, and we are proud to say that the transition has been successful.

While restructuring and consolidating our organization, we closed down our MET program, re-engaged with our members, and ensured that our existing programs continued to succeed. We had a number of specific goals for 2018, including a program launch, and the unveiling of new monuments, and we have met them as promised. We also continued to award scholarships to the children of the fallen, and to reach out to new and potential members and partners.

The following document provides an overview of how Canada Company has met the challenges of the past year, and how we have worked to ensure that we will be able to continue our mission for years to come.

2018

MAJOR ACTIVITIES



MET wind down

We reached out to our Employer Partners and provided our registered users with timely information and links to the VAC's programs.



Consolidation of programs

Dozens of activities were pooled into nine distinctive programs: *Scholarship Program*; *ExecConnect Program*; *Je me Souviens Program*; *A Day In The Life Of...*; *Recognition & Celebration Program*; *LAV III Monument Program*; *Reserve Civilian Career Assistance Program (ReCCAP)*; *Strategic and Knowledge Exchange Program*; *Aye Ready Program*.



MET closure

The program was finally closed, having connected 600 employer partners with 9,000 military members. Veterans' Affairs and the Government of Canada selected a Human Resources firm to continue facilitating Career Transition Services to military members, Veterans and their families.

Consulted Military leadership

Canada Company held consultations with the CDS, CFMWS, CAF Transition Services, VCDS and the Commander Canadian Army. The aim of this consultation was to establish what the needs are and what we can do to help.

CC Strategic Planning Day

The Board of Directors held a Strategic Planning Day to gain insight on the organization's strategy and priorities for the upcoming years.

major

activit

2018

MAJOR ACTIVITIES

The Launch of *Je Me Souviens* Program (Quebec)

This program was in development for three years. The aim of the program is to educate secondary school students about the role the military played during The Great War.



Consultations with strategic partners

Strategic Partners that have been supporting Canada Company since the beginning were contacted and discussions were held on our plans for the future.

Launch of the Social Media Campaign

The aim of our social media presence is to generate awareness for our current initiatives and record past initiative. Social Media relays news, engages current members and encouraging them to share with their network potential. In addition, the platforms drive traffic to our website for further information about us and the facility for making donations.

Launched new Member Database and website

An updated look and feel to the website was augmented by content and interface changes in order to increase user engagement. There is increased integration on the site now, with Sumac (CRM) and Bambora (our payment processor) integration to process donations.

Communication Plan Development

The Plan presents Canada Company with marketing and communications direction, strategy and advice for the two-year period (2019–2020). It is aligned and supports Canada Company's strategic priorities:

- Strengthening the Canada Company brand
- Building organizational capacities
- Member growth and engagement



ABOUT US ▾ OUR INITIATIVES ▾ OUR STORIES ▾ NEWS & EVENTS ▾ FR Q [DONATE](#)

CLOSING OF THE MILITARY EMPLOYMENT TRANSITION PROGRAMS

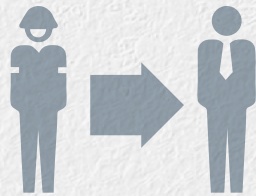
The government decided to fund a transition program through Veterans Affairs Canada effective March, 2018. Accordingly Canada Company "stood down" with direct involvement in the transition space.



We are extremely proud of what we have accomplished through our MET and METSpouse programs and the impact these programs have had on the lives of thousands of military families coast to coast. By working to ensure that veterans were able to connect skills learned in the military with the needs of Canadian companies, we put military career transition services on the national radar. MET was recognized as a national program that supported transitioning Canadian Armed Forces members, former members and military spouses, by helping them connect with our Employer Partners from various sectors across Canada. It served not only to improve the individual's transition experience, but also to provide employers with an untapped pool of very valuable employees.

Through MET, Canada Company helped military members leaving the Regular Force, retired members, reservists and their spouses transition to civilian employment. We facilitated the hiring process by helping employers understand the benefits of military experience in the workforce.

OUR PROGRAMS



>9,000

MILITARY MEMBERS WERE JOB-MATCHED
BASED ON THEIR SKILLS, EXPERIENCE,
RANK AND OCCUPATION



>3,000

MILITARY MEMBERS AND SPOUSES
WERE ABLE TO FIND JOBS

MET services were available in both official languages, and connected applicants to potential employers. Hundreds of employers shared their job opportunities with more than 9,000 potential candidates across the country. On average, three military members and spouses per day secured jobs with supportive employers.

We matched over 9,000 military members with skills and experience based on their rank and occupations. More than 600 employer partners were trained to recognize the benefits of hiring military members and their spouses. We used one match making application to bring them together. Throughout the duration of the program, we helped more than 3000 military members and spouses find jobs.



>600

EMPLOYERS WERE TRAINED ON THE
BENEFITS OF HIRING MILITARY MEMBERS

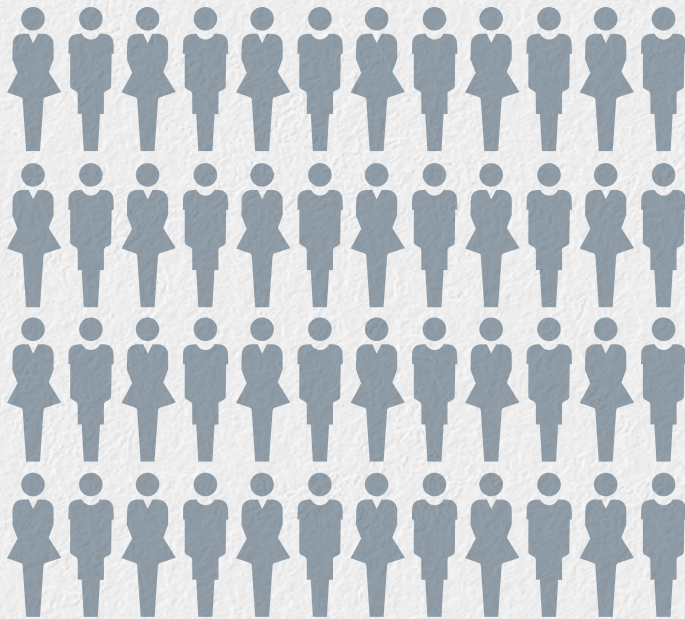


MET and METSpouse programs event



our programs

Scholarship Program



48

YOUNG PEOPLE HAVE BENEFITED
FROM THE SCHOLARSHIP PROGRAM
SINCE 2007

Canada Company Scholarships are awarded annually to honour fallen Canadian Forces personnel by supporting the post-secondary education of their children. Each recipient is eligible to receive \$4,000 per year, for up to four years, to help fund their post-secondary education.



▲
11th Annual Canada Company Scholarship Awards Ceremony

The 11th Annual Canada Company Scholarship Awards Ceremony was held on August 24th, at Toronto's First Canadian Place. The 2018 recipients are; Katherine Arnold, Elizabeth Bobbitt, Katherine Bobbitt, Jacob Elms, Kari Anne Kruse, Maude Mercier, Kestrel Musselman, Arina Naismith, Jamie Nolan, Alexandria Parker, Charles Parker, Elliott Webb, and Samantha Webb. They hail from communities across Canada, including Wolfville, Nova Scotia; Quebec City, Quebec; Kingston, Ontario; Courtice, Ontario; and Moose Jaw, Saskatchewan.

Paul Hindo, Vice-Chair Canada Company, told the youth, "Through this scholarship, we honour the role that your beloved parents played, with their enduring sacrifices. Your parents and your loved ones inspire us every day to be part of this organization. It is the least we can do for all that you and your families have done for us."

Since the Scholarship was established in 2007, Canada Company has awarded \$504,000 and 48 young people have benefited from the program.



our programs

Recognition and celebration program

This program supports commemorative events across Canada, and abroad, recognizing the sacrifices made by the Canadian military. It also includes events of celebration to thank retired and serving members, as well as their families for their service.

Our goal this past year was to recognize a minimum of 500 military members and families. We surpassed this goal through Ginger Petty's Picnic for Military families, hosted by our Quebec Chapter. Through this event alone, we effectively recognized over 600 members of military families. Our BC Chapter was just as successful, celebrating with hundreds of military members and their families with a Grey Cup Tour of the military bases in British Columbia.



600

MILITARY MEMBERS AND THEIR FAMILIES

ATTENDED GINGER PETTY'S PICNIC
FOR MILITARY FAMILIES



2018 Ginger Petty's Annual Picnic



our programs

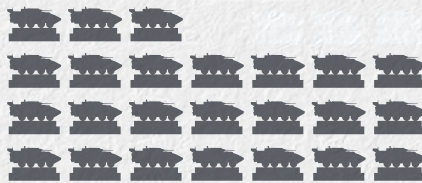
LAV III Monument Program

This program honours our troops who served in Afghanistan. It also raises awareness of the issues Canadian military families face every day. There are 33 monuments planned across Canada, 24 of which have already been unveiled.

In 2018, we unveiled six LAV III Monuments across Canada. These ceremonies took place in;

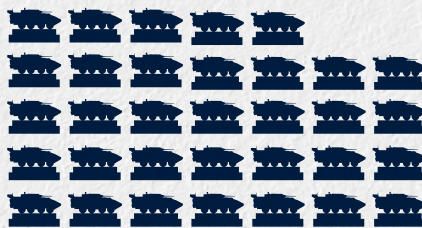
- Toronto, Ontario,
- CFB Shilo, Manitoba,
- Calgary Military Museum, Alberta,
- Smiths Falls, Ontario,
- Lancaster, Ontario, and
- London, Ontario.

24



MONUMENTS HAVE BEEN UNVEILED
TO DATE IN 2018

33



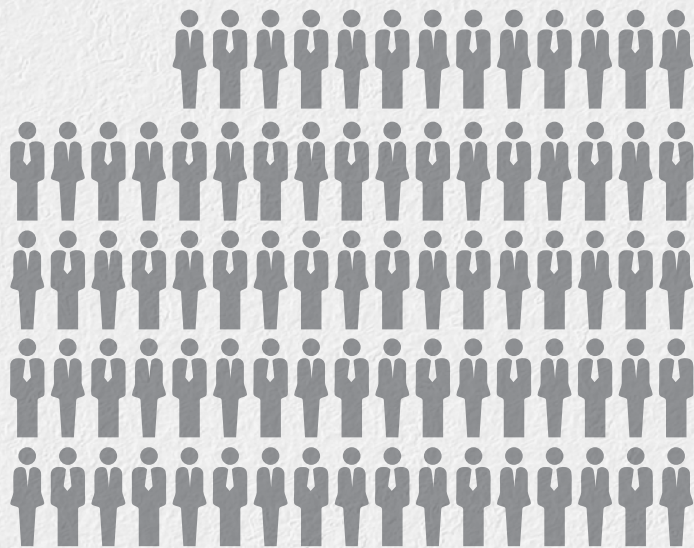
ARE PLANNED IN TOTAL



▲
Unveiling ceremony at the Fort York Armoury
Toronto, ON on June 10, 2018



our programs



80 INDIVIDUALS

PARTICIPATED IN MILITARY ACTIVITIES
FACILITATED THROUGH THE PROGRAM

A Day in The Life Of... Program

This program provides unique opportunities for civilians to experience the intricacies of military life first-hand. Our goal for 2018 was to provide an educational experience to 50 leaders of industry. Our Ontario chapter surpassed this goal through Exercise Collaborative Spirit. Over 80 participants got the opportunity to engage in military activities and learn more about the Canadian Armed Forces.



▲
Collaborative Spirit at CFB Petawawa , 2018

Among the industry leaders were Chris Bockstael, certified financial planner at ONELIFE Wealth Management, and Cheryl Bernard, professional curler and President of the Canada Sports Hall of Fame.

Chris Bockstael explained that he gained new insights, "Collaborative Spirit is a once in a lifetime opportunity to spend a day in the boots of our military men and women. Having the ability to shoot many of the weapons used in combat, along with the incredibly well organized and realistic battle scenarios is something I will never forget."

Cheryl Bernard was overjoyed with her experience,

our programs

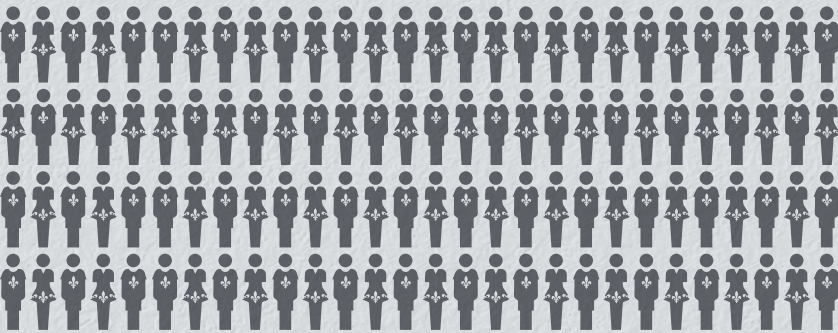
"I can tell you I have not stopped talking about that day and the impact it had on me. Beyond my olympic experience, it was one of the most memorable opportunities in my life and I am incredibly grateful. Thank you for supporting that opportunity."



▲ Collaborative Spirit at CFB Petawawa , 2018



10k STUDENTS



53 SCHOOLS

IN CITIES THROUGHOUT QUEBEC
WERE REACHED BY THE PROGRAM



Je Me Souviens Program

The goal of Je Me Souviens is to develop and deliver enough cross-curricular materials for students to have a greater understanding and appreciation for how Quebec and Canada's role in the various military conflicts and wars of the past 100+ years has shaped our society and culture.

The history taught by JMS is an inclusive history, which highlights the collaboration between the francophone and anglophone communities, notably in the creation of the 22nd Battalion.

Students and teachers are thrilled with the program. A student from Montreal explained, "The things I'll remember the most are definitely Canada's contributions—all those people and all those things that they did for us. It's really cool that the program allows us to learn more about what they did."

Our goal was to reach students in Montreal and Quebec City. Canada Company went above and beyond—reaching 53 schools and educating over 10,000 students in Montreal, Quebec City, Gatineau, Grenville, Sherbrooke, Drummondville and Victoriaville.



▲
*The Je Me Souviens Program,
presented at Westmount High School.*



ExecConnect Program

This program provides opportunities for industry leaders and communities across Canada, to discuss military traditions and history with members of the Canadian Armed Forces.

To accomplish this, our Quebec chapter hosted a Guests Mess Dinner on May 9th. This special evening of discussion and knowledge exchange between Corporate Canada and our Canadian Military was a great success.



▲
Guests Mess Dinner hosted by the ExecConnect Quebec Chapter on May 9, 2018

Aye Ready Program

This program provides financial support for military members and their families. It also involves speaking with responsible authorities on their behalf, when needed.

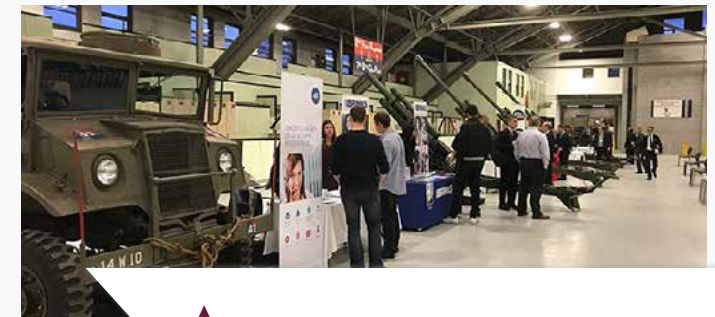
Our Ontario chapter did this by making a donation of \$15,000 to the Petawawa Military Family Resource Centre.



Reserve Civilian Career Assistance Program (ReCCAP)

This program provides reservists with the tools they need to find a civilian career using the skills they acquired serving in a Reserve Unit. We also worked with employers, in partnership with the Canadian Forces Liaison Council, and trained them on how to support reservists pursuing part-time careers with the military.

Our Quebec chapter hosted a Job fair in which fourteen companies presented employment opportunities to approximately 60 members from the Reserve Force community.



▲
ReCAPP Job Fair Montreal



GOVERNANCE

Our continued success into the future depends on the strength of the relationships between the administrators, and our partners, members and donors.

THE BOARD OF DIRECTORS

Blake C. Goldring

Blake Goldring is the founder and chair of Canada Company and a member of The Canada Company Scholarship Fund Oversight Committee. He is executive chair, and a member of the board of directors of AGF Management Limited.

HCol Bruce D. Bowser

Bruce Bowser is president and CEO of AMJ Campbell Van Lines. An avid pilot, Bruce lends his time to supporting the Royal Canadian Air Force and the Canadian Armed Forces. He was appointed Honorary Colonel (RCAF) in December 2017.

William Braithwaite

William Braithwaite is the past chair and senior counsel of national law firm Stikeman Elliott LLP and chair of the Governance and Nominating Committee.

HCol David Gough

David Gough is president of Export Nova Scotia Inc., which assists Canadian businesses to facilitate their international trade initiatives while representing foreign interests in Canada to develop strong business relationships. In addition to being the chair of the 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.

HCol Paul Hindo

Paul Hindo has spent the last 30 years in the commercial real estate sector and is now with Nautical Lands Group. He has had extensive involvement in organizations such as Ottawa Regional Cancer Foundation and SCO Health Service Foundation. Mr Hindo is currently serving as Honorary Colonel for the Canadian Army.

HCol (Ret'd) Tim Hogarth

Tim Hogarth is president and CEO of The Pioneer Group – an investment holding company. Prior to this he was chairman and CEO of Pioneer Energy and its associated group of companies. He is a member of the board of directors for Parkland Fuel Corporation (TSE:PKI) and also serves on the boards of numerous private corporations and charities. Mr Hogarth was formerly the honorary colonel of The Royal Hamilton Light Infantry Regiment.

François J. Joyet

François Joyet is president and founder of Maguire Bakeries, an independent manufacturer of bakery products for a healthier lifestyle based out of Quebec 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.

THE BOARD OF DIRECTORS

Garfield Mitchell

A private investor, corporate director, and chair of Smoothwater Capital Corporation, Garfield Mitchell also serves on the boards of several charities and foundations. He is also chair of Canada Company's Scholarship Fund Oversight Committee.

George Salamis

George Salamis is CEO and founder of Integra Resources in Idaho, USA, which is focused on advanced gold and silver exploration. He holds a B.Sc. in Geology from the University of Montreal–École Polytechnique, but his interest in maritime pursuits began before starting his career in mining and exploration when he was in service with the Greek Merchant Marine. Mr Salamis' passion is well served by his affiliation with the Royal Canadian Navy, and his on-going work with Canada Company.

Lindsay Stollery

Lindsay Stollery is an independent director of the Clearview Resources Ltd., and her abilities as an audit committee member are derived from her extensive experience in the field. Among others, she has served as president of Pino Grande Holdings Corp. since October 2012; AVP International Sales at Horizons Exchange Traded Funds from July 2010 to June 2012; Analyst at EverKey Glob Analysis, and an associate at Tristone Capital from October 2005 to June 2008.

Kerry Wheelehan

Kerry Wheelehan retired as a colonel from the United States Army after more than 25 years of active service. She launched and led the Canada Company Military Employment Transition Spouse Program; a program that facilitated career development for military spouses. Ms Wheelehan is currently president and chief legal officer of Scion International Consultants, Inc., and provides expertise to the Roméo Dallaire Child Soldiers Initiative.

OUR STRATEGIC PARTNERS

Canada Company thanks the following organizations for their continued generous contributions.



OUR DONORS

Canada Company thanks the following organizations and individuals for their generous contributions in 2018.

- Adams, John
- Aggio, Robert (Bob)
- Ain, David
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- Amsden, Barbara
- Arsenault, Ghislain
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- Atherton, John
- Azzam, Charles and Linda
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- Jamieson, Bryan
- Jennings, Christian
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- Juha, Thomas
- Keller-Hobson, Douglas
- Kelly, Pat

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- Willemsen, Astrid
- Willis, Andrew
- Wood, Blake
- York, Jeffrey
- Young President Association – Ottawa

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Canada Company thanks the following members. We couldn't do everything we do without them.

- Abate, Paolo
- Aboud, Mark
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- Adams, Sarah
- Adaniel, Margaret
- Addison, Brent
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- Aitken, Sandy
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- Bergeron, Patrice
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- Bernard, Cheryl
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- Bigford, Scott
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- Bitove, Tom
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- Black, Rod
- Blackman, Dave
- Blain, Jean
- Blanchard, Yanick
- Bockstael, Christopher
- Boisvert, Stephane
- Boland, Stephen
- Boldger, Rod
- Bond, Megan
- Booth, Bob
- Borne, Jacques
- Bouchard, Paul
- Bouchard, Charles
- Bourdon, Michel
- Bowie, Graham
- Bowman, Ken
- Bowser, Bruce
- Boyechko, Clifford Kip
- Braithwaite, William
- Brako, Tanis
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- Bride, Richard
- Brioché, Jude
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- | | | | | | |
|-------------------------|------------------------|-----------------------|---------------------|------------------------------|---------------------------|
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| ▪ Côté, Jacynthe | ▪ DeGasperis, Adrian | ▪ Downing, Jordan | ▪ Eng, Simon | ▪ Foster, Aaron | ▪ Graham, Anthony |
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| ▪ Cranston, Don | ▪ Denison, David | ▪ Duboc, Samuel | ▪ Farley, Louis | ▪ Fremeth, Howard | ▪ Grant, John |
| ▪ Crea, Alexandro | ▪ Denomme, Brenda | ▪ Dubois, Michel | ▪ Fast, Tracy | ▪ Gaffney, Tony | ▪ Gratton, Richard |
| ▪ Creighton, Bruce | ▪ Depencier, Alan | ▪ Duchesne, Ronald | ▪ Feather, David | ▪ Gagne, Martin | ▪ Gravel, Jean-Christophe |
| ▪ Creighton, Doug | ▪ Desbiens, Jacques | ▪ Duffy, Alan | ▪ Federer, Andrew | ▪ Gagnon, Joseph | ▪ Gravel, Manon |
| ▪ Crétier, Stéphan | ▪ Desjardins, Francois | ▪ Dufour, Philippe | ▪ Fenton, Andrew | ▪ Gaine, Laura | ▪ Greb, Paul |
| ▪ Cross, Barry | ▪ Desmarais, Paul | ▪ Duguay, Pierre | ▪ Feola, Michael | ▪ Gallant, Steve | ▪ Green, Fred |
| ▪ Croucher, John | ▪ Desrosiers, Marc | ▪ Duhig, Gerry | ▪ Ferro, Solomon | ▪ Gareau, Sylvain | ▪ Greene, Neil |
| ▪ Cummins, Dan | ▪ Desrosiers, Donald | ▪ Dupont, Denis | ▪ Fielding, William | ▪ Gates, Geoff | ▪ Gregory, Stephen |
| ▪ Dagenais, Joanne | ▪ Devereux, Kevin | ▪ Duquette, Timothy | ▪ Finlayson, Blair | ▪ Gaudreau, Charles | ▪ Grenier, Alain |
| ▪ Damp, Paul | ▪ Devine, Peter | ▪ Dvinski, Gleb | ▪ Finley, Donna | ▪ Gaudry, Julie | ▪ Gress, Aimee |
| ▪ Darling, Robert | ▪ DiCastri, Nick | ▪ Eaton, Christina | ▪ Firstbrook, John | ▪ Gauthier-Beaulieu, Thierry | ▪ Griffin, Bill |
| ▪ David, Greg | ▪ Dignam, Micheal | ▪ Eaton Jr., Frederik | ▪ Fix, Karl | ▪ Gautreau, Tom | ▪ Griffin, Clint |
| ▪ Davies, Tom | ▪ Dill, John | ▪ Ebrahimi, Hami | ▪ Flemer, Lucinda | ▪ Gerbasi, Raffaele | ▪ Grimes, Paul |
| ▪ Davis, Kent | ▪ Dion, Francois | ▪ Edgelow, Bruce | ▪ Fleming, Jock | ▪ Gin, Wen | ▪ Grise, Gregory |
| ▪ De Cotiis, Marcello | ▪ Dionne, Eric | ▪ Edwards, Murray | ▪ Flieler, Wayne | ▪ Gionet, Lyse | ▪ Grohn, Rob |
| ▪ De Kovachich, Charles | ▪ Discroll, John | ▪ Egan, Curran | ▪ Flood, Howard | ▪ Glassman, Newton | ▪ Groome, Richard |
| ▪ De La Bruyere, Marc | ▪ Dixon, David | ▪ El Hanachi, Yasmine | ▪ Fogarty, Winston | ▪ Gleed, Derrick | ▪ Grosch, Philip |
| ▪ De Rose, Carlo | ▪ Dobbins, Mike | ▪ El-hage, Serge | ▪ Fogarty, Kristine | ▪ Goldring, Georgina | ▪ Grubert, Robert |
| ▪ Deacon, Charles | ▪ Dohn, Marty | ▪ Elias-Amaral, Tomas | ▪ Fogarty, Justin | ▪ Goldring, Judy | ▪ Guercio, Anna |
| ▪ DeCaire, Ryan | ▪ Donnelly, Rosanna | ▪ Ellis, Mike | ▪ Forand, Alain | ▪ Gowland, Glen | ▪ Guertin, Yves |

OUR MEMBERS (CONTINUED)

- | | | | | | |
|--------------------|---------------------|-----------------------|--------------------------|----------------------------|-----------------------|
| ▪ Guichon, Greg | ▪ Hewitt, Jim | ▪ Idir, Yahiatene | ▪ Kanaan, Joseph | ▪ La Framboise, Joseph Guy | ▪ Loewen, Richard |
| ▪ Guloien, Donald | ▪ Hewson, Don | ▪ Ihaza, Peter | ▪ Kanagarajah, Dhilip | ▪ La Liberté, Marc | ▪ Loffreda, Tony |
| ▪ Gupta, Mukesh | ▪ Hibben, Alan | ▪ Im, John | ▪ Kassam, Moez | ▪ Lae, Yvonne | ▪ Loney, Allen |
| ▪ Guzman, Doug | ▪ Hickey, Sean | ▪ Ippolito, David | ▪ Katsoudas, Peter | ▪ Laferrière, Alex | ▪ Love, Jon |
| ▪ Guzzo, Robert | ▪ Hickey, Helen | ▪ Ippolito, Joel | ▪ Kearns, Robert | ▪ Landmann, Peter | ▪ Lower, Holly |
| ▪ Hacker, Rae-Lynn | ▪ Hindo, Paul | ▪ Jack, Dym | ▪ Keller-Hobson, Douglas | ▪ Landry, Anne | ▪ Lynam, Mark |
| ▪ Hall, Henry | ▪ Hiscock, Russell | ▪ Jackman, Eric | ▪ Kelly, Stephen | ▪ Landry, Michelle | ▪ Lyons, Kate |
| ▪ Hallat, Jeff | ▪ Hitchman, Greg | ▪ Jackowski, George | ▪ Kelly, Caroline | ▪ Lang, Guy | ▪ Ma, Patrick |
| ▪ Hamber, Sydney | ▪ Hitchman, Lauren | ▪ Jackson, Laura | ▪ Kelly, Pat | ▪ Larouche, Carl | ▪ Maavara, Gary |
| ▪ Hamilton, Mike | ▪ Hoffman, Randy | ▪ Jacober, Lisa | ▪ Kelly, Lesley | ▪ Latreille, Jean-Francois | ▪ Macdonald, Dougal |
| ▪ Harrison, Lee | ▪ Hoffmeister, Rod | ▪ Jacobson, Peter | ▪ Kemp, Jennifer | ▪ Laughton, Richard | ▪ Macgillivray, David |
| ▪ Hart, John | ▪ Hogarth, Greg | ▪ Jacques, Sylvain | ▪ Kendall, Ben | ▪ Lauzon, Richard | ▪ MacGregor, Blake |
| ▪ Harvey, Steve | ▪ Hogarth, Tim | ▪ Jalbout, Tarek | ▪ Kendrick, Jamie | ▪ Lawee, Philip | ▪ MacIntosh, Scott |
| ▪ Hasper, Trevor | ▪ Hogue, Yvan | ▪ Janday, Iqnoor | ▪ Kennedy, Jan | ▪ Lawson, Brian | ▪ MacIsaac, Rob |
| ▪ Hastings, John | ▪ Hoopey, Sean | ▪ Jean, Jean Richard | ▪ Kennedy, Rick | ▪ Lazar, Gabriel | ▪ Mackie, Scott |
| ▪ Hawkins, Ted | ▪ Hopkinson, David | ▪ Jean, Piere Albert | ▪ Kettle, Nigel | ▪ Le Bel, Emmanuel | ▪ Mackinnon, Hugh |
| ▪ Hayes, Kieron | ▪ Hoque, Md Habibul | ▪ Jean, Vicky | ▪ Keyes, Valerie | ▪ Lebeuf, Michel | ▪ MacKinnon, Steven |
| ▪ Heffernan, Joe | ▪ Hotson, Sarah | ▪ Jenkins, Tom | ▪ Khamehseifi, Ali | ▪ Leblond, Sebastien | ▪ Macmillan, Michael |
| ▪ Henkel, Daniele | ▪ Houde, Mario | ▪ Jennings, Christian | ▪ Kilby, Robert | ▪ Lee, Kevin | ▪ Macuda, Todd |
| ▪ Henry, Tim | ▪ House, Paul | ▪ Johnson, Colin | ▪ Kilgour, Kathleen | ▪ Leger, Pierre | ▪ Madon, James |
| ▪ Heppell, Daniel | ▪ Howard, Brennan | ▪ Johnson, Ed | ▪ Killin, Jim | ▪ Lemieux, Michel | ▪ Mahadeva, Robin |
| ▪ Hepworth, Graeme | ▪ Hsiung, Jason | ▪ Jomphe, Michel | ▪ King, Edward | ▪ Letourneau, Valerie | ▪ Maheral, Rob |
| ▪ Herjavec, Robert | ▪ Hunter, Bryce | ▪ Joseph, Ian | ▪ Kinnear, James | ▪ Levesque, Georges | ▪ Maiorino, Anthony |
| ▪ Hermant, Adam | ▪ Hurwitz, Paul | ▪ Joyce, Ronald | ▪ Klar, Brahm | ▪ Lewis, George | ▪ Maisonneuve, Michel |
| ▪ Herold, Buddy | ▪ Hutton, Alan | ▪ Joyet, Francois | ▪ Knight, Joan | ▪ Lezon, Ron | ▪ Major, Jack |
| ▪ Héroux, Mario | ▪ Hynes, Brendan | ▪ Judge, Charlene | ▪ Kolby, Alana | ▪ Li, Qi | ▪ Makepeace, Susan |
| ▪ Hétu, Steve | ▪ Iacono, Leo | ▪ Kade, Joseph | ▪ Kololian, Vahan | ▪ Lloyd, Stephen | ▪ Mamdani, Adam |

OUR MEMBERS (CONTINUED)

- | | | | | | |
|-----------------------|------------------------|---------------------------|------------------------|------------------------|-----------------------|
| ▪ Mancini, Marco | ▪ McLay, Jeff | ▪ Morassutti, Gary | ▪ Noble, Pearce | ▪ Petrovito, Roberto | ▪ Reid, Hunter |
| ▪ Mannix, Fred | ▪ McLean, Fred | ▪ Morneau, William | ▪ Noble, Joanne | ▪ Pilote, Martin | ▪ Remarais, Andy |
| ▪ Mannix, Ronald | ▪ McMillan, Allan | ▪ Morphet, Jane Gaelen | ▪ Norris, Michael | ▪ Pleau, Jean-Francois | ▪ Reyes, Melissa |
| ▪ Manns, Scott | ▪ McNamara, Robert | ▪ Morris, Bill | ▪ Nudds, Gerrard | ▪ Polachek, Gary | ▪ Reynolds, Duncan |
| ▪ Manrique, Francisco | ▪ Meehan, Steve | ▪ Morrison, Hayley | ▪ O 'Connor, Cedric | ▪ Pomerleau, Chris | ▪ Richards, Dan |
| ▪ Marchand, Sarah | ▪ Ménard, L. Jacques | ▪ Morrison, Telah | ▪ O'Born, Earle | ▪ Pooley, Michael | ▪ Ritchie, Gordon |
| ▪ Marchetti, Greg | ▪ Menkes, Matthew | ▪ Morrison, James | ▪ O'Born, Andrew | ▪ Pound, Richard | ▪ Rivard, Martin |
| ▪ Marena, Sophie | ▪ Mercier, Christian | ▪ Morrow, Andrew | ▪ O'Born, Janice | ▪ Powell, Rachel | ▪ Roach, Michael E. |
| ▪ Markham, Sean | ▪ Meredith, Thomas | ▪ Mortensen, Marlene | ▪ O'Brien, David | ▪ Price, Evan | ▪ Roberge, Charles |
| ▪ Marsh, Andrew | ▪ Merrow, Allison | ▪ Mosley, Lee | ▪ O'Hanlon, Patrick | ▪ Pringle, Andrew | ▪ Roberts, Andrew |
| ▪ Martel, Jocelyn | ▪ Milavsky, Roxanne | ▪ Muise, Brian | ▪ Ophelders, Katie | ▪ Proulx, Jason | ▪ Robitaille, Jacques |
| ▪ Marzolini, Michael | ▪ Milavsky, Riley | ▪ Mulholland, Colleen | ▪ Ouellette, Robert | ▪ Puffer, John | ▪ Robles, Joel |
| ▪ Massaar, Robert | ▪ Millen, Stephen | ▪ Munroe, Robert | ▪ Owen, Loudon | ▪ Purvis, Randall | ▪ Robson, William |
| ▪ Mauricio, Patricia | ▪ Mills, Cyndi | ▪ Murphy, Michael | ▪ Pagano, Joe | ▪ Pynn, Fred | ▪ Rochat, Denise |
| ▪ Mazzocco, Joe | ▪ Milosevic, Theo | ▪ Murphy, Tim | ▪ Paré, Christian | ▪ Quickmire, Gregory | ▪ Rodgers, William |
| ▪ McArthur, Susan | ▪ Mirsaeidi, Shirin | ▪ Murray, Susan | ▪ Parent, Marc | ▪ Quinn, Paul | ▪ Rokos, Greg |
| ▪ McBroom, Conor | ▪ Mitchell, Garfield | ▪ Murray, Sean | ▪ Parsons, Geoffrey | ▪ Raich , Robert | ▪ Rollin, Alain |
| ▪ McCagherty, David | ▪ Mitchell, Justin | ▪ Murray, Scott | ▪ Parsons, John | ▪ Randall, Chris | ▪ Roman, Samantha |
| ▪ McCallum, Andrew | ▪ Mitchell, Mathieu | ▪ Myre, Louis | ▪ Paterson, Scott | ▪ Randall, Cliff | ▪ Rosa, Sergio |
| ▪ McCarthy, Elisabeth | ▪ Mitchell, Scott | ▪ Nadeau, Johanne | ▪ Pathak, Prashant | ▪ Rawlings, David | ▪ Ross, Barnaby |
| ▪ McCord, Jeff | ▪ Moes, Michael | ▪ Nanji, Chiko | ▪ Pearson, Michel | ▪ Reaburn, Paul | ▪ Rossi, Rocco |
| ▪ McFeetors, Drew | ▪ Molotsky, Jill | ▪ Natsis, Christy | ▪ Pedersen, Pete | ▪ Read, Brian | ▪ Rothney, Bruce |
| ▪ McGall, Bob | ▪ Mombourquette, Lydia | ▪ Nedkov De Lacamp, Matey | ▪ Peel, Sue | ▪ Reamey, Gary | ▪ Rotman, Joseph |
| ▪ McGrath, Paul | ▪ Monaghan, Ed | ▪ Nelson, Brian | ▪ Pelekis, Ian | ▪ Rebro, Oxana | ▪ Rouleau, Martine |
| ▪ McIntosh, Rob | ▪ Mondou, Angela | ▪ Ness, Richard | ▪ Pettes, Alex | ▪ Redford, David | ▪ Rousseau, Sylvain |
| ▪ McKay, Michael | ▪ Mongeau, Claude | ▪ Newman, John | ▪ Pharand, Pierre-Paul | ▪ Reed, Kevin | ▪ Rovere, Michelle |
| ▪ McKenzie, John | ▪ Moore, Terry | ▪ Njegovan, Donald | ▪ Pick, Kristina | ▪ Reeves, Cliff | ▪ Royce, Michael |

OUR MEMBERS (CONTINUED)

- | | | | | | |
|----------------------------|-------------------------|------------------------|----------------------------|-----------------------|---------------------|
| ▪ Rubano, Phil | ▪ Smith, Crystal | ▪ Stevenson, Katherine | ▪ Timpano, Vincent | ▪ Voss, Kenn | ▪ Wisdom, Victoria |
| ▪ Rutledge, Stuart | ▪ Smith, Zachary | ▪ Stibbard, Jeff | ▪ Tobin, John | ▪ Wagar, Chadley | ▪ Wong, Ray |
| ▪ Sado, Mike | ▪ Smith, Robert | ▪ Still, Nolan | ▪ Tory, Julia | ▪ Wahlen, Chris | ▪ Wood, Dan |
| ▪ Sauve, Jean-François | ▪ Smuk, Robert | ▪ Stipsits, Steve | ▪ Tovstolug, Aleksey | ▪ Walker, John | ▪ Woods, Ruth |
| ▪ Scannell, Paul | ▪ Snelling, Tim | ▪ Streeter, David | ▪ Trigui, Moez | ▪ Walter, Bruce | ▪ Worsley, Harry |
| ▪ Sciberras, Stephanie | ▪ Snow, Emily | ▪ Strickland, Richard | ▪ Trollope, Clifford | ▪ Ward, Matthew | ▪ Wortzman, Jim |
| ▪ Scott, John | ▪ Sobel, William | ▪ Stripp, Kevin | ▪ Tsang, Gregory | ▪ Warner, Patrick | ▪ Wright, Tristan |
| ▪ Sears, Robin | ▪ Somerton-Moisan, Sean | ▪ Strongman, Marc | ▪ Tunney, Wayne | ▪ Warren, John | ▪ Wright, John |
| ▪ Senay, Andre | ▪ Sonshine, Edward | ▪ Suen, Gisele | ▪ Turcotte, Martine | ▪ Watts, Regan | ▪ Yalchin, Shendal |
| ▪ Senst, Graham | ▪ Soper, Phil | ▪ Suydam, David | ▪ Turmel, Cedric | ▪ Waugh, William | ▪ Yelavich, Michael |
| ▪ Sepulchre, David | ▪ Southcott, John | ▪ Sweet, Bob | ▪ Turnbull, Martha | ▪ Webber, Kevin | ▪ Yen, Jonathan |
| ▪ Shaun, Francis | ▪ Speirs, Greg | ▪ Swsanski, Mark | ▪ Turner, Brian | ▪ Weishaar, Nicholas | ▪ York, Jeffrey |
| ▪ Shi, Zhan | ▪ Spenuk, Sandra | ▪ Tabb, Cherry | ▪ Tuttle, Blair | ▪ Wekerle, Michael | ▪ Young, Elizabeth |
| ▪ Shone, John | ▪ Spitz, Warren | ▪ Tanenbaum, Larry | ▪ Vachon, Louis | ▪ Welsford, John | ▪ Young, Dave |
| ▪ Siegel, Bill | ▪ Spitznagel, Perry | ▪ Tanner, Lynn | ▪ Valenti, Alysha | ▪ Wernham, Richard | ▪ Zaltz, Evan |
| ▪ Sienkiewicz, Adela | ▪ Springford, W.L. | ▪ Tarcha, Nabil | ▪ Van der Kamp, Lorraine | ▪ Westeinde, Jeffrey | |
| ▪ Simbul-Lezon, Marita | ▪ Squibb, Wayne | ▪ Tayag, Jaycelle Anne | ▪ Van Houten, Nick | ▪ Westermann, Gavin | |
| ▪ Simmonds, Murray | ▪ Stadnichenko, Maxim | ▪ Taylor, Bruce | ▪ Vanboxmeer, Brian | ▪ Weston, Galen | |
| ▪ Simpson, George | ▪ Stadnisky, Sue | ▪ Taylor, Dave | ▪ Vanderstarren, Randy | ▪ Whittle, Dan | |
| ▪ Sims, Charlie | ▪ Stafford, Gary | ▪ Taylor, David | ▪ Varteresian, Peter | ▪ Wildeboer, Rob | |
| ▪ Sirois, Francois Charles | ▪ Stang, Carmen | ▪ Tesar, Karin | ▪ Veillette, Steeve | ▪ Williams, Richard | |
| ▪ Skinner, Greg | ▪ Staniscia, Rebecca | ▪ Tethong, Losel | ▪ Veitch, James (JP) | ▪ Williamson, Gord | |
| ▪ Sleeman, John | ▪ Stein, Erin | ▪ Thadane, Nicholas | ▪ Verschuren, Annette | ▪ Willson, Peter | |
| ▪ Smellie, David | ▪ Steinberg, Lorne | ▪ Thibodeau, Martin | ▪ Vettoreto, Gino | ▪ Wilson, Brett | |
| ▪ Smith, Glen | ▪ Stephenson, Mercedes | ▪ Thiessen, Ronald | ▪ Villemure, Mariane | ▪ Wilson, Jim | |
| ▪ Smith, Gregory | ▪ Stevenson, Larry | ▪ Thompson, Bob | ▪ Villeneuve, Mark | ▪ Wilson, Tara | |
| ▪ Smith, Paul | ▪ Stevenson, Kate | ▪ Thomson, Christina | ▪ Von Schroeter, Alexandra | ▪ Wintzenrieth, Naomi | |



FINANCIAL STATEMENTS

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Burlington ON L7N 3N8 Canada

Independent Auditor's Report

To the Directors of
Canada Company: Many Ways to Serve

Qualified Opinion

We have audited the financial statements of Canada Company: Many Ways to Serve (the "Organization"), which comprise the statement of financial position as at 2018, and the statement of operations and changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2018, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Organization derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, 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 (deficiency) of revenues over expenses, and cash flows from operations for the years ended December 31, 2018 and 2017, current assets as at December 31, 2018 and 2017, and fund balances as at January 1 and December 31 for both the 2018 and 2017 years. Our audit opinion on the financial statements for the year ended December 31, 2017 was modified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Other Information

Management is responsible for the other information. The other information comprise the information, other than the financial statements and our auditor's report thereon, included in the Organization's 2018 Annual Report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The Organization's 2018 Annual Report is expected to be made available to us after the date of the auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged with Governance 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.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

Canada Company: Many Ways to Serve

Statement of Financial Position

December 31	2018	2017
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Assets

Current

Cash (Note 2)	\$ 877,824	\$ 966,381
Pledges receivable (Note 2)	243,685	477,938
HST rebate receivable	70,480	126,891
Prepaid expenses	12,209	6,719
	\$ 1,204,198	\$ 1,577,929

Liabilities

Current

Accounts payable and accrued liabilities	\$ 70,650	\$ 311,533
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Fund (deficit) balances

General fund	1,076,613	1,282,115
Scholarship fund	-	2,810
General restricted fund (deficit)	56,935	(18,529)
	1,133,548	1,266,396
	\$ 1,204,198	\$ 1,577,929

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		2018 Total		2017 Total
Revenue							
Donations	\$ 827,611	\$ -	\$ -	\$ 827,611	72 %	\$ 1,565,714	52 %
Contributions	-	-	171,238	171,238	15 %	135,000	5 %
Designated giving	-	78,519	-	78,519	7 %	112,972	4 %
Memberships	70,750	-	-	70,750	6 %	56,000	2 %
Government grant	-	-	-	-	- %	1,115,755	37 %
	898,361	78,519	171,238	1,148,118	100 %	2,985,441	100 %
Expenses							
Salaries and wages	337,802	-	-	337,802	29 %	618,022	21 %
Event costs	152,246	-	-	152,246	13 %	188,320	6 %
Management fees	298,690	-	-	298,690	26 %	637,314	21 %
Office and general	12,044	-	-	12,044	1 %	104,428	3 %
Scholarships	-	78,519	-	78,519	7 %	112,972	4 %
Marketing	96,026	-	-	96,026	8 %	87,042	3 %
Donations	101,001	-	-	101,001	9 %	105,493	4 %
Monument costs	-	-	95,774	95,774	8 %	159,711	5 %
Travel	35,101	-	-	35,101	3 %	73,346	2 %
Professional fees	57,669	-	-	57,669	5 %	91,121	3 %
Translation expense	7,113	-	-	7,113	1 %	41,762	1 %
Technology	1,320	-	-	1,320	- %	609,174	20 %
Interest and bank charges	7,661	-	-	7,661	1 %	5,479	- %
	1,106,673	78,519	95,774	1,280,966	111 %	2,834,184	93 %
Excess (deficiency) of revenue over expenses	(208,312)	-	75,464	(132,848)	(11)%	151,257	7 %
Fund balances (deficit), beginning	1,282,115	2,810	(18,529)	1,266,396		1,115,139	
Interfund transfer	2,810	(2,810)	-	-		-	
Fund balances, ending (Note 2)	\$ 1,076,613	\$ -	\$ 56,935	\$ 1,133,548		\$ 1,266,396	

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	2018	2017
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Cash provided by (used in)

Cash flows from operating activities

Excess (deficiency) of revenue over expenses	\$ (132,848)	\$ 151,257
Changes in non-cash working capital balances		
Pledges receivable	234,253	(95,561)
HST rebate receivable	56,411	(44,905)
Prepaid expenses	(5,490)	(421)
Accounts payable and accrued liabilities	(240,883)	80,477
Deferred revenue	-	(87,376)
	(88,557)	3,471
Net change in cash	(88,557)	3,471
Cash, beginning of year	966,381	962,910
Cash, end of year	\$ 877,824	\$ 966,381

Canada Company: Many Ways to Serve

Notes to Financial Statements

December 31, 2018

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.

Canada Company: Many Ways to Serve

Notes to Financial Statements

December 31, 2018

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 revenue 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. 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.

	2018	2017
Cash	\$ 44,876	\$ 41,237
Accounts receivable	49,100	22,500
	<u>93,976</u>	<u>63,737</u>
Due to general fund	<u>37,041</u>	<u>82,266</u>
General restricted fund (deficit) balance	<u>\$ 56,935</u>	<u>\$ (18,529)</u>

The amount due to the general fund is not shown separately on the statement of financial position. The amount of \$37,041 (2017 - \$82,266) will be transferred to the general fund subsequent to the year end.

Canada Company: Many Ways to Serve

Notes to Financial Statements

December 31, 2018

3. 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, 2018, the fair value of the scholarship fund, held by a private organization was approximately \$3,190,000 (2017 - \$3,210,00) which includes withdrawals of \$78,519 (2017 - \$112,972) to fund the scholarship awards and associated expenses. This is not reflected in the financial statements of the Organization.

4. Termination Benefits

During the year, \$52,572 (2017 - \$Nil) in termination benefits were paid out to employees due to restructuring.

5. 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.

6. Fundraising Ratio

The fundraising ratio has been determined to be 16% (2017 - 14%).

7. Comparative Figures

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

