



**ANNUAL
REPORT**

2019

**Canadian Institute for
Conflict Resolution**

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The Canadian Institute for Conflict Resolution (CICR) is a leader in intervention programs and training in Canada and internationally. Created in 1988 as a non-profit, charitable organization, it has developed unique programs, interventions tools and participatory workshops to help businesses, communities, and organizations uncover the sources of deep-rooted conflict and begin the process of reconciliation.

CICR's Annual Report addresses the economic and social performance in order to be transparent and informative **with all of CICR's stakeholders.**



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Agenda

Minutes

Agenda

Saint Paul University, Room L205

- 5:30 PM
- I. Welcome & Approval of Agenda
 - II. Approval of Minutes from 2018 AGM
 - III. Presentation of Financial Statements for 2018-**2019 Fiscal Year and Auditor's Report**
 - IV. Appointment of Auditor for 2019-2020 Fiscal Year
 - V. Annual Report Highlights – Chair and Executive Director
 - VI. Special Resolutions Related to Board Composition
 - i. **Motion: "Whereas the CICR board has** worked out a collaborative agreement with Civilian Peace Service Canada (CPSC) to explore the possibility of CICR taking over the ownership and management of their assessment and accreditation model, be it resolved that one board position be reserved for the head of CPS for the **next two years"**.
 - ii. **Motion:** "Whereas CMO operates as a distinct circumscribed program of CICR, be it resolved to reserve one board position for a representative of CMO."
- 6:45 PM
- VII. Nominations & Awards Committee: Process and Elections
- 7:00 PM
- VIII. Adjournment

Saint Paul University, Room L120

MINUTES

In attendance:

Roland Desjardins	Daniel Markus	Kendel Rust
Lionel Guindon	Jean-Francois Racine	Elie Labaky
Iman Ibrahim	Carole Soucis	Rachael Strong
Khaled Ibrahim	Daniel Roseman	Ernest Tannis
Miranda Merry	Henri Tremblay	Shawn Houlihan
Sara Kemp	Joyce Abarbanel	Jolene Dione
Aloysia Lee	Norm Desjardins	Wisly Derisma
Lorna Lemay	Lise Higham	

Welcome

Kendel Rust welcomed attendees and guests. Those in attendance introduced themselves.

Agenda

Kendel changed the order of the agenda to review the Financial **Statements and Auditor's Report as the second item on the agenda** instead of the third.

Motion to adopt: Dan. Seconded by Iman.

Financial Statements and Auditor's Report

Lionel Guindon, the auditor retained by CICR, highlighted the value of **CICR's charitable activities, including more than 7,050 in-kind** volunteer hours, excluding all Board activities. In addition, approximately \$143,594 in value of discounts were given to community building, scholarships, NGOs and students (down from \$178,550 in 2017).

Kendel Rust thanked Lionel for the presentation.

Approval of 2017 minutes

A copy of the minutes for the 2017 AGM is available on page 6-8 of the 2018 Annual Report.

Motion to approve: Dan. Seconded by Iman.

Appointment of auditor for 2018-2019

Iman motioned to affirm continuing the appointment of Lionel Guindon as our auditor for year 2018-2019. Seconded by Henri.

Annual report 2017-2018 from the Chair and Executive Director

Kendel and Iman highlighted outcomes from 2017-2018. Kendel spoke to the amount of hours the board members have put in in renewing the TPN1 manual and thanked them. He also spoke to the various committees the board has. The honoured fellows designation has been revived to acknowledge the work and contributions of trainers. Iman spoke to the implementation of the strategic plan, developments in training which includes the renewal of further manuals in 2019. Iman also spoke to the success of the customized training with Cree Nation Government and the new partnership with the Atlantic School of Theology. Iman also spoke to the translation of all TPN manuals into Spanish to support the partnership with the project in the Dominican Republic. Iman also highlighted the Trillium Foundation Grant which was awarded to Community Mediation Ottawa. Internationally, CICR is exploring projects in Ethiopia and Kenya to hopefully have a hub in Africa for TPN training.

There was a brief round-table discussion on the uniqueness of CICR, our programs and the work that we do. Henri asked Iman what she has learned as outgoing ED and Iman spoke on her experience saying it helped her fulfill part of her life purpose. Khaled spoke to his experience as Advisor with CICR and stressed the importance of the types of programs and training that prevent conflicts from escalating internationally and in Canada.

Nomination and Elections

Process: Dan explained the election process and motioned to waive the seconded.

Election results:

Presentation of credentials - Jolene Dione

Presentation of credentials - Don Nicholls

Presentation of credentials - Kendel Rust

Presentation of credentials - Elie Labaky

Presentation of credentials - Shawn Houlihan

Election Results: All five candidates have been elected based on majority vote.

Acknowledgement of Volunteers

Kendel thanked volunteers on behalf of CICR, acknowledging their support in observing TPN trainings, providing translation, assisting with events, and providing extensive services to the local community through mediation, conflict coaching, training and workshops through Community Mediation Ottawa.

Adjournment

Motioned by Dan. Seconded by Elie.



Financial Highlights

Audited Financial Statements

Independent Auditor's Report

GUINDON CHARRON

Since/ Depuis 1986

Lionel Guidon, C.P.A., C.A.

COMPTABLES PROFESSIONNELS AGREES

Pierre Charron, C.P.A., C.A.

CHARTERED PROFESSIONAL ACCOUNTANTS

Principal:

1365 cr. Norview Cr.

Gaston Boulianne, C.P.A., C.G.A.

Ottawa, ON K4A 1Y6

Louise Boyer-Guindon, C.P.A., C.M.A.

Tel: (613) 841-5896

L.M. Guidon Professional Corporation *

Fax: (613-841-5897

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Canadian Institute for Conflict Resolution

Opinion

We have audited the accompanying financial statements of **Canadian Institute for Conflict Resolution** which comprise the balance sheet as at **August 31, 2019**, and the statements of operating fund and fund balance, reserve fund and fund balance, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Institute as at **August 31, 2019**, 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.

Basis for Opinion

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 Institute 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 opinion.

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 the **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 **Institute'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 Institute or to cease operations, or has no realistic alternative but to do so. In preparing the financial statements,

Independent Auditor's Report con't

management is responsible for assessing the Institute'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 Institute or to cease operations, or has no realistic alternative but to do so. Those **charged with governance are responsible for overseeing the Institute's financial reporting process.**

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or **error, and to issue an auditor's report that includes our opinion. Reasonable** assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with **Canadian generally accepted auditing standards** will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with **Canadian generally accepted auditing standards**, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Institute's** internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- **Conclude on the appropriateness of management's use of the going concern** basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast **significant doubt on the Institute's ability to continue as a going concern. If we** conclude that a material uncertainty exists, we are required to draw attention in **our auditor's report to the related disclosures in the financial statements or, if** such disclosures are inadequate, to modify our opinion. Our conclusions are **based on the audit evidence obtained up to the date of our auditor's report.** However, future events or conditions may cause the Institute to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor's Report con't

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ottawa, Ontario

Date of approval: November 19, 2019



Guindon Charron
Chartered Professional Accountants
Licensed Public Accountants

* Authorized to practice public accounting by the Chartered Professional Accountants of Ontario

CANADIAN INSTITUTE FOR CONFLICT RESOLUTION

FINANCIAL STATEMENTS
AND INDEPENDENT AUDITORS' REPORT
AUGUST 31, 2019

Balance Sheet

AS AT AUGUST 31, 2019

ASSETS

CURRENT ASSETS	2019	2018
Cash	\$ 147,960	\$ 118,244
Short term investments (note 3)	\$ 124,759	\$ 124,307
Accounts receivables (note 4)	\$ 43,265	\$ 60,738
Prepaid Expenses	\$ 4,431	\$ 4,431
TOTAL ASSETS	\$ 320,415	\$ 307,720

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES	2019	2018
Accounts payable (note 5)	\$ 76,959	\$ 57,528
NET ASSETS		
General fund	\$ 243,456	\$ 250,192
TOTAL LIABILITIES AND NET ASSETS	\$ 320,415	\$ 307,720

Statement of Operations And General Fund Balance

AS AT AUGUST 31, 2019

REVENUES	2019	2018
Training	\$ 408,472	\$ 438,216
Donations	\$ 2,348	\$ 4,168
Interest income	\$ 974	-
Special project—Trillium Grant	\$ 67,500	-
Memberships	\$ 754	\$ 1,061
Interventions	\$ 85,508	\$ 142,823
	<u>\$ 565,556</u>	<u>\$ 586,268</u>
EXPENSES		
Advertising and promotion	\$ 2,881	\$ 3,769
Insurance	\$ 4,567	\$ 5,295
Interest and bank charges	\$ 6,423	\$ 3,354
Meetings and conventions	-	\$ 1,858
Memberships	\$ 613	\$ 123
Office	\$ 44,059	\$ 31,873
Professional fees	\$ 7,393	\$ 6,940
Wages and benefits	\$ 168,151	\$ 168,358
Rent	\$ 13,070	\$ 15,312
Subcontracts and interventions	\$ 104,883	\$ 83,027
Telecommunication	\$ 4,007	\$ 2,095
Training expenses—direct	\$ 173,449	\$ 181,052
Training expenses—indirect	\$ 36,195	\$ 45,175
Travel	\$ 6,601	\$ 21,092
	<u>\$ 572,292</u>	<u>\$ 569,323</u>
EXCESS OF REVENUES OVER EXPENSES	<u>\$ (6,736)</u>	<u>\$ 16,945</u>
NET ASSETS, beginning of year	\$ 250,192	\$ 233,247
NET ASSETS, end of year as restated	\$ 243,456	\$ 250,192

Statement of Cash Flows

AS AT AUGUST 31, 2019

CASH FLOWS FROM OPERATING ACTIVITIES	2019	2018
(Excess of expenses over revenue)		
Excess of revenue over expenses	\$ (6,736)	\$ 16,945
	<u>\$ (6,736)</u>	<u>\$ 16,945</u>
Change in other non-cash operating accounts:		
Accounts receivable	\$ 17,473	\$ (1,984)
Prepaid expenses	-	\$ 912
Accounts payable and accrued liabilities	\$ 19,431	\$ 12,494
	<u>\$ 36,904</u>	<u>\$ 11,422</u>
(DECREASE) INCREASE IN CASH DURING THE YEAR	\$ 30,168	\$ 28,367
CASH, BEGINNING OF YEAR	\$ 242,551	\$ 214,184
CASH, END OF YEAR	<u>\$ 272,719</u>	<u>\$ 242,551</u>
CASH IS COMPRISED OF:		
Cash	\$ 147,960	\$ 118,244
Short term investments	\$ 124,759	\$ 124,307
	<u>\$ 272,719</u>	<u>\$ 242,551</u>

NOTES TO FINANCIAL STATEMENTS

AUGUST 31, 2019

1. NATURE OF OPERATIONS

The Institute is a registered non-profit, charitable corporation incorporated without share capital as defined in the Canadian income Tax Act and is therefore exempt from taxation. The Institute fosters, develops and communicates conflict resolution processes for individuals, organizations, and communities

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

A) Fund Accounting

The Canadian Institute for Conflict Resolution follows the deferral method of accounting for contributions.

Revenues and expenses related to program delivery and administrative activities are reported in the General Fund.

Revenues and expenses received and paid on behalf of Civilian Peace Service Canada are reported in the Civilian Peace Service Canada Fund. The balance in the fund was paid out to the Civilian Peace Service Canada during the prior fiscal year and the fund is now closed.

B) Investments

Investments are purchased to be held to maturity and accordingly are recorded at cost plus accrued interest, calculated using the effective interest rate method.

C) Revenue recognition

The Institute follows the deferral method of accounting for revenue. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

D) Use of estimates

The preparation of financial statements in accordance with **Canadian accounting standards for not-for-profit organizations** requires directors and management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results may differ from their best estimates as additional information becomes available in the future and adjustments, if any, are recorded as that information becomes known.

E) contributed services

Contributions received in the form of materials and services are recorded at fair value at the date of the contribution when the fair value can be reasonably estimated and when the materials and services are used in the normal course of operations.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

E) Contributed services (con't)

The Institute has been a partner of Saint Paul University since 1990. In exchange for the use of 2 office spaces at the University, the Institute offers a discount to each student enrolled in the University. A valuation of this contribution could not be made for the current year and therefore it was not included in the financial statements.

Volunteers contribute their time to assist the Institute in carrying out its service delivery activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements. The Institute continues to offer subsidized and discounted conflict resolution training to enable community builders and people with low income to benefit from the training. Within this fiscal year, the amount of subsidy and discount offered was equivalent to the total of \$214,370 (\$143,594 in 2018). In addition, a considerable number of CICR charitable activities and programs are carried out by volunteers, and in this fiscal year, the total of volunteer hours was 5,323 hours.

F) Financial Instruments

The carrying value of cash, accounts receivable, short-term investments, and accounts payable approximate their fair value because of the relatively short period to maturity of the instruments. It is management's opinion that the organization is not exposed to significant interest, currency or credit risks arising from its financial instruments.

3. SHORT TERM INVESTMENTS

	2019	2018
Bank of Nova Scotia	\$ 20,592	\$ 20,140
Scotia McLeod	\$ 104,167	\$ 104,167
	\$ 124,759	\$ 124,307

4. ACCOUNTS RECEIVABLE

Accounts receivable	\$ 35,554	\$ 51,256
HST receivable	\$ 7,711	\$ 9,482
	\$ 43,265	\$ 60,738

5. ACCOUNTS PAYABLE

Accounts payable	\$ 27,321	\$ 11,163
Government remittances—payroll	\$ 242	-
Deferred revenue - prepaid fees	\$ 49,396	\$ 46,365
	\$ 76,959	\$ 57,528

6. DEFERRED REVENUE

Deferred revenue consists of course fees paid in advance.

7. FINANCIAL RISK MANAGEMENT POLICY

The Institute is exposed to various risks through its financial instruments. The following analysis provides a measure of the risks at August 31, 2019

A) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Institute is exposed to credit risk from customers. The Institute's credit and collection policies minimize the concentration of credit risk.

b) Currency risk

The organization's functional currency is the Canadian dollar. The organization does not enter into foreign currency transactions and does not use foreign exchange forward contracts.

c) Liquidity risk

The organization manages its liquidity risk by regularly monitoring forecasted and actual cash flow and financial liability maturities, and by holding assets that can be readily converted into cash. Accounts payable are normally paid within 30 days.

d) Interest rate risk

The organization is exposed to interest rate risk through its floating interest rate bank indebtedness and credit facilities. In seeking to minimize the risk from interest rate fluctuations. The Institute manages exposure through its normal operating and financing activities.

8. COMMITMENTS

Under the terms of a rental agreement expiring on May 31, 2021, the Institute is committed to make minimum lease payments totalling \$ 24,967 as follows: 2020, \$ 14,267 and 2021, \$ 10,700.

9. RELATED PARTY TRANSACTIONS

No remuneration was paid to directors and officers during the year and they had not interest in any transactions of the association. Management, in addition to fees is reimbursed for certain administrative costs and collects fees from owners, purchasers and others for issuing lien notices and estoppel certificates. These transactions were in the normal course of operations and were measured at the exchange amount.

10. CAPITAL MANAGEMENT

The Association defines its capital as its fund balances, of which the reserve fund is subject to external requirements. The Board's objective, when managing capital, is to safeguard the Association's ability to continue as a going concern, so that it can continue to provide services in accordance with its mission.



Report from the Chair and Executive Director

The Canadian Institute for Conflict Resolution (CICR) has continued through 2018-2019 to evolve and strengthen its programs, partnerships and outreach. We continue the implementation of our strategic plan through capacity building and interventions that support a sustainable and effective culture of peace.

The board has benefited from strong and capable people dedicated to **giving much of their time and energy to support the institution's mission** and goals. In addition to strategic and policy discussions and decisions, much of our work is done in committees, with board members contributing many hours of volunteer time to operational activities. We have had 5 committees dealing with programs, marketing, nominations and awards, member services and international programs.

This past year, board members had an active hand in the renewal of our TPN2 program, which will be completed and tested early next year. We also initiated discussion, on what we have dubbed as TPN5 – a program to bridge the gap between classroom and workplace to give graduates a placement and coaching experience. Hopefully, they will be able to put on their CVs that they have on-the-job experience.

The CICR board has worked out a collaborative agreement with Civilian Peace Service Canada (CPSC) to explore, over the next two years, the possibility of CICR taking over the ownership and management of their assessment and accreditation model. CPSC has developed, tested and marketed a methodology to assess and accredit those working in the field of conflict prevention and resolution as being professional in their practice. This will provide a further opportunity for our graduates to obtain greater recognition for their work in the field of peace.

At the operational level, this year we celebrate the graduation of 47 Third-Party Neutral participants, returning as equipped and committed peace practitioners to their diverse professional backgrounds, communities and countries. Students and not for profits continue to benefit from special discounts in addition to our community building discounts offered to our scholarship recipients. And Saint Paul University students benefit further **from the university's recognition of CICR's 160-hour TPN program** as 3 undergraduate course credits in addition to internship opportunities at CICR.

Our partnership with the Cree Nation Government, under the leadership of Mr. Donald Nicholls, advances with the 8th generation and 21

graduates conducting a community dialogue on the Cree Language in March 2019.

New TPN trainers joined our roster with a unique mission of bringing our program to Cree, Spanish and Arabic speaking communities in Canada and abroad.

Our intervention work continued with new and renewed Standing offers with many government departments, unions and organizations, delivering conflict resolution training, coaching, mediation and facilitation services.

Community Mediation Ottawa (CMO) strengthened its volunteer base and presence to offer free mediation, facilitated learning, group interventions, and conflict coaching services to individuals and communities with limited resources. In partnership with Ottawa Community Housing (OCH), and funded by an Ontario Trillium Foundation (OTF) Seed Grant, CMO implemented an innovative pilot project to build conflict resolution capacity in diverse and marginalized communities. The testimonials and reception have been so positive that an OTF Grow Grant is being explored.

The value of the subsidies and discounts in our training for community building, not-for-profits and students reached \$214,370. In addition, our dedicated volunteers contributed 5,323 hours this year through CICR and CMO.

Our community-based conflict resolution practice and capacity building could not be achieved without our engaged trainers who embody and irradiate the TPN principles. And our social mandate could not be fulfilled without the gathering of a community of practitioners, pioneers, honoured fellows, partners, clients, members, volunteers, interns, students, staff and directors. This is what brings CICR to life and calls us to serve its mission.

Kendel Rust
Chair of the Board of Directors

Daniel Markus
Executive Director



Value of CICR's Charitable Work

Value of CICR's Charitable Work

CICR provides, on a charitable basis, various services besides CMO, including subsidized participation in the Third-Party Neutral program and customized training and interventions offered at very competitive or subsidized prices. The value of the subsidies and discounts in our training for community building, NGOs and students in the latest fiscal year equals \$214,370. Since the CICR, a registered charity, continues to receive relatively little in the form of donations, we will explore fundraising opportunities.

In addition, our dedicated volunteers contributed 5,323 hours this year, which enabled us to advance our programs and offer free conflict resolution services to qualified individuals and groups, including those served by Community Mediation Ottawa.

As a charitable program of CICR, Community Mediation Ottawa (CMO) offers capacity building and conflict resolution to individuals and groups in the Ottawa area, through the delivery of free mediation, facilitated learning, group interventions, and conflict **coaching. In 2019, CMO's volunteer base was at 65 generous** community-minded individuals, including conflict coaches, trainers, mediators, steering committee members, and other valuable contributors. Overall, CMO responded to 75 requests for support, 22 for conflict coaching, 7 for group interventions and 10 for workshops. For this fiscal year, referrals (in order of largest to smallest) came directly from the public, social housing organizations, not-for-profit boards, and the police.

Partnerships were formed with three additional social housing associations, which now utilize the services of CMO to support their tenants. The partnership with Ottawa Community Housing, which garnered an Ontario Trillium Foundation grant of \$75,000, continued throughout the year to deliver on a tenant driven program across three sites. It was successful at building conflict resolution capacity, reducing social isolation and fostering a sense of community for many tenants.

In terms of training, approximately 380 individuals gained awareness through outreach at events and workshops. Two 21-hour mediation workshops were held in accordance with the standards set out by the Ontario Community Mediation Coalition. In addition, five intensive mediator workshops, 10 monthly community of practice evenings, and one intake coordinators training served to add more volunteers to the rosters.

CMO is grateful to the Board and ED of the Canadian Institute of Conflict Resolution for continuing to support this valuable work in the community. Finally, we would not be able to foster community peace without the selflessness of the CMO volunteers who contributed 4,360 hours of their time to help others.

The background features a large, stylized orange 'C' shape on the left side, with several curved, overlapping bands of varying shades of orange and white. In the center, there is a small, circular logo consisting of four interlocking, petal-like shapes in a light orange color.

Report from the Nominations and Awards Committee

Committee Members:

Kendel Rust (Chair), Daniel Roseman and Roland Desjardins

Board Elections and Renewals

CICR can have up to twelve directors, including one appointed by St. Paul University. The board is composed of individuals who are either full Members of CICR (having completed all 4 TPNs of whom the board has determined to possess equivalent training and experience), with the exception that up to 1/3 may be non-members generally recruited to fill specific roles or provide needed skills that are not otherwise reflected among the Board members.

Board rotation

CICR Operational Policies outline a desired term structure so that **one-third of the Directors' terms expire each year. Under CICR's By-Laws**, each Director can serve a maximum of two consecutive three-year terms. A director who has served two consecutive terms may re-engage after a one-year absence from the Board. **The length of directors' terms is determined at the first meeting of the new board following the annual meeting.**

2018 Board election outcomes

At the 2018 AGM, the membership re-elected Kendel Rust for a second term and elected four new board members – Jolene Dione, Don Nicholls, Elie Labaky and Shawn Houlihan bringing our membership to eleven, leaving one vacancy in the twelve-member board. During the year we had resignations from Jolene Dione, Elie Labaky, Sara Kemp and Rachael Strong.

For the 2019 elections this year, in addition to five vacancies as of the **end of the fiscal year, Dan Roseman's, Roland Desjardins' and Stephanie Puetz's terms end this year, bringing the total open positions to eight.**

The Committee put out a call to the membership for nominations for election to the board for the 2019 AGM.

Awards

Two awards may be given annually at the Third-Party Neutral Program graduation, one for a member that has made an outstanding contribution to the work of CICR, and another, the Batsinduka Award for Peace, given to an outside individual or organization that has done

Report from the Nominations and Awards Committee con't

outstanding work in the realm of peace. The 2018 service award was given to Rasha Kaba for her contribution to the translation of the TPN program in Arabic in her quest to share tools for dialogue and reconciliation with the people in Syria. This year, the Batsinduka Award for Peace and Service Award recipients will be announced at upcoming graduation ceremony.

Respectfully submitted,

Kendel Rust
Chair, Nominations and Awards Committee



Membership

Members and Associates

List of Members

1	Aristil	Eddy	40	Kassouha	Souleiman
2	Ayena	Bonaventure	41	Kelly	Gerald
3	Barraud	Claude	42	Kiepek	Niki
4	Beaudoin	Claude-Annie	43	Lachance	Andrea
5	Bélisle,	Sophie	44	Lafleur	Johanne
6	Bleytou	Hortense	45	Lalande	Stephanie
7	Boudreault	Corinne	46	Lalonde	Julie
8	Bourgeois	Johanne	47	Lanteigne	Cindy
9	Brodeur	Joséphine	48	Larouche	Kristel
10	Brulé	Carole	49	Lavrow	Marina
11	Buchanan	Catherine	50	Leclerc	Julie
12	Charest	Pierre	51	Legault	Marc
13	Charron	Nicole	52	Mack	Jackie
14	Chen	Steve	53	Markus	Daniel
15	Courchesne	Guyanne	54	Marsolais C	Joel
16	Cuffaro	Maria	55	Merry	Miranda
17	Cyr	Sophie	56	Mitha	Salima
18	Daigle	Gale	57	Molla	Emanuel
19	Dazé	Tanya	58	Monette	Lucie
20	Derisma	Wisly	59	Morin	Vincent
21	Desjardins	Norm	60	Morrison	Andrea
22	Donnelly	Christine	61	Muenzer	Allison
23	Duckworth	Natasha	62	Myloud	Tajri
24	Dunn	Jamie	63	Newton	Monique
25	Dutartre	Véronique	64	Nicole	Ana
26	Fauteux	Paul	65	Nkeshimana	Leonard
27	Ferguson	Amanda	66	Nkoripfa	Rémy
28	Foy	Suzanne	67	Norquay	Sheila
29	Gaboury	Eve	68	O'Rock	Michael
30	Gautreau	Nigel	69	Onono	Margaret L. A.
31	Ghandour	Zena	70	Paulin	Alain
32	Ghobrial	Sandy	71	Poulet	Jacqueline
33	Girard	Marie-France	72	Puetz	Stephanie
34	Gunesli	Taner	73	Racine	Jean-Francois
35	Hart	Sophie	74	Ricart	Paulette
36	Higham	Lise	75	Roseman	Dan
37	Hilary	Deirdre	76	Ross	Christian
38	Hirshkorn	Kristina	77	Ross	Carole
39	Ibrahim	Iman	78	Roy	Bruce
			79	Roy	Joanne

List of Members con't

80	Rust	Kendel
81	Shah	Seema
82	Shibley	Lila
83	Soucis	Carole
84	Spuehler	Karine
85	St-Pierre	Isabelle
86	Strom	Brian
87	Suner	Elif
88	Surprenant	Paul
89	Sweet	Marilyn J.
90	Tannis	Ernie
91	Tremblay	Henri
92	Van Gennip	Esther
93	VeZina G	Stephane
94	Viner	Tina
95	Vinet	Charles
96	Waye	Herb
97	Woloshin	Dale
98	Yohannes	Lissane

List of Associates

1	Campbell	Rose
2	Cutler	Allan
3	Daechsel	Gerard E.
4	Elachi	Agada
5	Elachi	Rosemary
6	Farthing	Dave
7	Frej	Oualid
8	Gander	Sean
9	Gbotu Kubele	Richard
10	Hallman	David
11	Hass	Kari
12	Havard	Chantal
13	Landry	Joe
14	Lewis	David
15	Malk	Bahlbi
16	Peringer	Christine
17	Proteau	Luc
18	Priest	Jill
19	Silverman	Yehuda
20	Sioui	Wina
21	Sochett	Evan
22	Sow	Dienabou
23	Tudiver	Neil

Current Roster of Board of Directors

NAME	POSITION
Kendel Rust	Chair
Roland Desjardins	Vice-Chair
Daniel Roseman	Past Chair
Shawn Houlihan	Director
Philip Onguny	Director
Stephanie Puetz	Director
Don Nicholls	Director
Lorna Lemay	Advisor to the Board
Joyce Abarbanel	Advisor to the Board



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