

**ANNUAL  
REPORT**

**2016**

**Canadian Institute for  
Conflict Resolution**



**CICR**

**ICRC**

Canadian Institute for Conflict Resolution  
Institut canadien pour la résolution des conflits



223, rue Main Street | Ottawa, Ontario K1S 1C4

Tel/Tél. : 613.235.5800 | Fax/Télé. : 613.235.5801 | Email/Courriel : [info@cicr-icrc.ca](mailto:info@cicr-icrc.ca)

223, rue Main Street | Ottawa, Ontario K1S 1C4

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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.

## Current Roster of Board Members

<b>NAME</b>	<b>POSITION</b>
Kendel Rust	Chair
Aloysia Lee	Vice-Chair
Daniel Roseman	Past Chair
Susan Johnston	Secretary
Jean-Francois Rioux	Director
Jan Michaels	Director
Gabriel Bergeron	Director
Blandie Samson	Director
Roland Desjardins	Director
Lorna Lemay	Advisor to the Board
Joyce Abarbanel	Advisor to the Board

Kendel Rust, Chair  
Susan Johnston, Member  
Roland Desjardins, Member  
Dan Roseman, Member

Pursuant to CICR Certificate of Continuance dated July 7, 2014, the number of board director positions was increased from eight to twelve. There are potentially eleven positions on the Board of Directors. Our Operational Policies, in addition to allowing non-members to sit on the board, identify a desired term structure so that 1/3 of the Directors' terms expire each year. Under CICR's By-Law, 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 main purpose of having non-members on the Board is to fill specific roles or provide needed skills that may not be reflected among the incumbent Board members. Non-members may be specifically recruited to provide these competencies.

At the 2015 AGM, three new members were elected: Nathalie Filion, Blandie Sampson and Gabriel Bergeron. Gabriel and Blandie are non-members, brought on for their human resource and legal expertise respectively. Early in the new year, Vern Redekop was replaced in September by Jean-Francois Rioux. At a special members meeting, held in April, Nathalie Auger and Mary Anne Robblee were elected to the board but both subsequently resigned. Nathalie Filion and Gabriel Bergeron also resigned for reasons of job related work loads. Roland Desjardins was appointed to the Board in September. The Board is currently composed of seven members plus two advisors, Lorna Lemay and Joyce Abarbanel.

In August, the Committee advertised for a marketing advisor, either on a volunteer or paid basis. Applications are currently being reviewed.

The Committee also reviews and approves applications for the Scholarship Fund. During the year scholarships were approved for several change agents/community builders that were making a remarkable difference in their work in conflict zones, in spite of personal difficulties.

The Committee put out a call to the membership for nominations for election to the board for the 2016 AGM.

Respectfully submitted,

Kendel Rust, Chair, Nominations and Awards Committee



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**Agenda**  
Minutes



**Report of the Nomination  
and Award Committee**

## Report from the Chair and the Executive Director

Our new website continues to receive positive feedback from our network and we continue to update it with information from our various projects. We look forward to continue to build the CICR in a manner that serves its mission of building capacity in individuals, groups and organizations to resolve conflicts peacefully and support a culture of peace in Canada and abroad.

And last, but not least, we wish to express our warm appreciation to the participants in our programs and to our clients who give us their trust and share with us their needs and vision to transform our collective realities.

Kendel Rust  
Chairman of the Board of Directors

Iman Ibrahim  
Executive Director

## Agenda

Saint Paul University, Room L120

- 5:30 Approval of the Agenda  
Approval of the Minutes of the last AGM – November 26, 2015  
Financial Statements for 2015-2016 Fiscal Year and Auditor's Report  
Community Mediation Ottawa Report  
Operational Highlights – Chair and Executive Director  
Nominations & Awards Committee
- 6:30 Adjourn

Amphitheatre, Saint Paul University, Ottawa, Ontario

## MINUTES

### Members and board members present in person:

Joyce Abarbanel	Lorna Lemay
Gabriel Bergeron	Jan Michaels
Norm Desjardins	Vern Redekop
Nathalie Filion	Dan Roseman
Philippe Gauthier	Kendel Rust
Iman Ibrahim	Blandie Samson
Susan Jonhston	Aloysia Lee

### Members present by proxy:

Nicole Charron  
Brian Strom  
Esther Van Gennip

### Supporters, non-members:

Louis Guay  
Moe Royer

### Welcome

Daniel Roseman welcomed attendees to the AGM.

### Agenda

Philippe Gauthier moved that members accept the agenda. Aloysia Lee seconded the motion.

### Approval of 2014 minutes

Susan Johnston moved that members approve the 2014 minutes. Iman Ibrahim seconded the motion.

CICR provides on a charitable basis various services besides CMO, including subsidized participation in the Third Party Neutral program and interventions offered at very competitive or subsidized prices, as well as volunteer hours. The value of the subsidies and discounts in our training for community building, not-for-profits and students in the latest fiscal year equals \$81,743.00. In addition, our dedicated volunteers contributed 4079 hours this year through CICR and Community Mediation Ottawa.

We continued our partnerships with the Ottawa Peace Festival and the One World Film Festival, as they are both a natural fit to increase our visibility in the peace-building arena. We had a display at the One World Film Festival opening night to build more public awareness of CICR and connect with human rights and justice network. We launched the Ottawa Peace Festival with an event that focused on international mediation and obtained a proclamation from the Mayor of the City of Ottawa celebrating the international day of peace. We followed that with another Peace Festival event focused on community needs and social justice, which strengthened our connection with the peace-building network.

We are delighted to continue to work with our auditor, Lionel Guindon, who brings to the Institute a wealth of expertise with not-for-profit corporations, as well as our treasurer Carolyne Hutt.

Operationally, we wish to thank our professional staff for their commitment and hard work throughout the year and as well as the contributions of our valued trainers in their various areas of expertise. For financial considerations, we needed to do some restructuring. With the departure of our Marketing Director, this position is not being refilled. The administrative assistant position will be replaced by that of an Office Manager.

Despite some delays, the renewal process of our Third Party Neutral program continues to ensure that the Institute continues to offer a leading edge comprehensive training program with a community-based perspective. The process continues through the Program Development Committee and in collaboration with our trainers.

With respect to interventions, we grew to meet the needs of our clients in the government, not-for-profits and community organizations. We renewed all our standing offers with the federal government departments and secured new contracts with at least 7 more departments offering coaching, mediation, facilitation and workplace assessment services at very affordable prices. We also secured more work with not-for-profits and churches. Over the new fiscal year, we plan to expand our services to more not-for-profits and the private sector.

Internationally, we completed successful training programs in Kenya/ Uganda, the Central African Republic and the Universidad Acción Pro-Educación y Cultura (UNAPEC) in the Dominican Republic. We implemented the Kenya/Uganda project in collaboration with the Danish Demining Group and the Central African Republic project in collaboration with the United Nations mission MINUSCA. We are preparing to sign a Memorandum of Understanding with University Pontificia Universidad Católica Madre y Maestra (PUCCMM) in the Dominican Republic, which enforces our collaboration to build capacity in its Conflict Resolution Center.

Our Community Mediation Ottawa program (CMO), which has been operating under CICR since 2010, has expanded its services and partnerships offering conflict resolution services with entirely volunteer practitioners at no cost to individuals and groups who have limited resources to pay. To support its activities as one of CICR's most charitable programs, CICR decided in 2015 to cover the salary of a part-time Program Director to efficiently manage CMO's services.

### **Financial Statements and auditor's report**

Lionel Guindon presented CICR's Final Statements and his Auditor's report.

### **Appointment of auditor for 2015-16**

Jan Michaels moved that Lionel Guindon be appointed for the 2015-16 fiscal year. Iman Ibrahim seconded the motion.

### **Annual report 2014-15 from the Chair and Executive Director**

Daniel Roseman and Iman Ibrahim presented the annual report, and Shared highlights of the 2014-15 year.

### **Nomination and election of Directors**

Susan Johnston discussed the work of the Nominations and Awards Committee to seek nominees to stand for election to the Board, including

two candidates with specialized expertise. Terms are for a period of three years, with an option for renewal. Susan introduced Gabriel Bergeron and Blandie Sampson. Nathalie Fillion introduced herself and presented her qualifications. All candidates confirmed they were able to sign CICR's Conflict of Interest policy. Susan Johnston called for any interested nominees from the floor to identify themselves. No candidates identified themselves. Gabriel Bergeron, Nathalie Fillion, and Blandie Samson were acclaimed.

### **Acknowledgement of Volunteers**

Dan Roseman thanked volunteers on behalf of CICR, acknowledging their

support observing TPNs trainings, providing translation, and helping at events. Overall, volunteers contributed a total of more than 4500 hours to

CICR in 2014-15.

### **Adjournment**

Motioned: Kendel Rust, seconded: Iman Ibrahim

Normandin Room, Saint Paul University, Ottawa, Ontario

**MINUTES**

**Members and board members present in person:**

Dan Roseman	Iman Ibrahim
Kendel Rust	Susan Johnston
Jan Michaels	Mary Anne
Nathalie Auger	Joyce Abarbanel
Carole Soucis	Lorna Lemay
Nicole Charron	Jim McDonald
Jolene Dion	

**Members present by proxy:**

Gabriel Bergeron  
Brian Strom  
Miriam Martin

Regrets  
Blandie Samson  
Nathalie Fillion

(Proxy list to follow under separate cover.)

**1. Welcome**

Dan Roseman welcomed the group and called the meeting to order.

**2. Agenda**

Kendel moves  
Lorna seconded  
Adopted

**3. Minutes - November 26 AGM**

Iman moves  
Nicole seconds

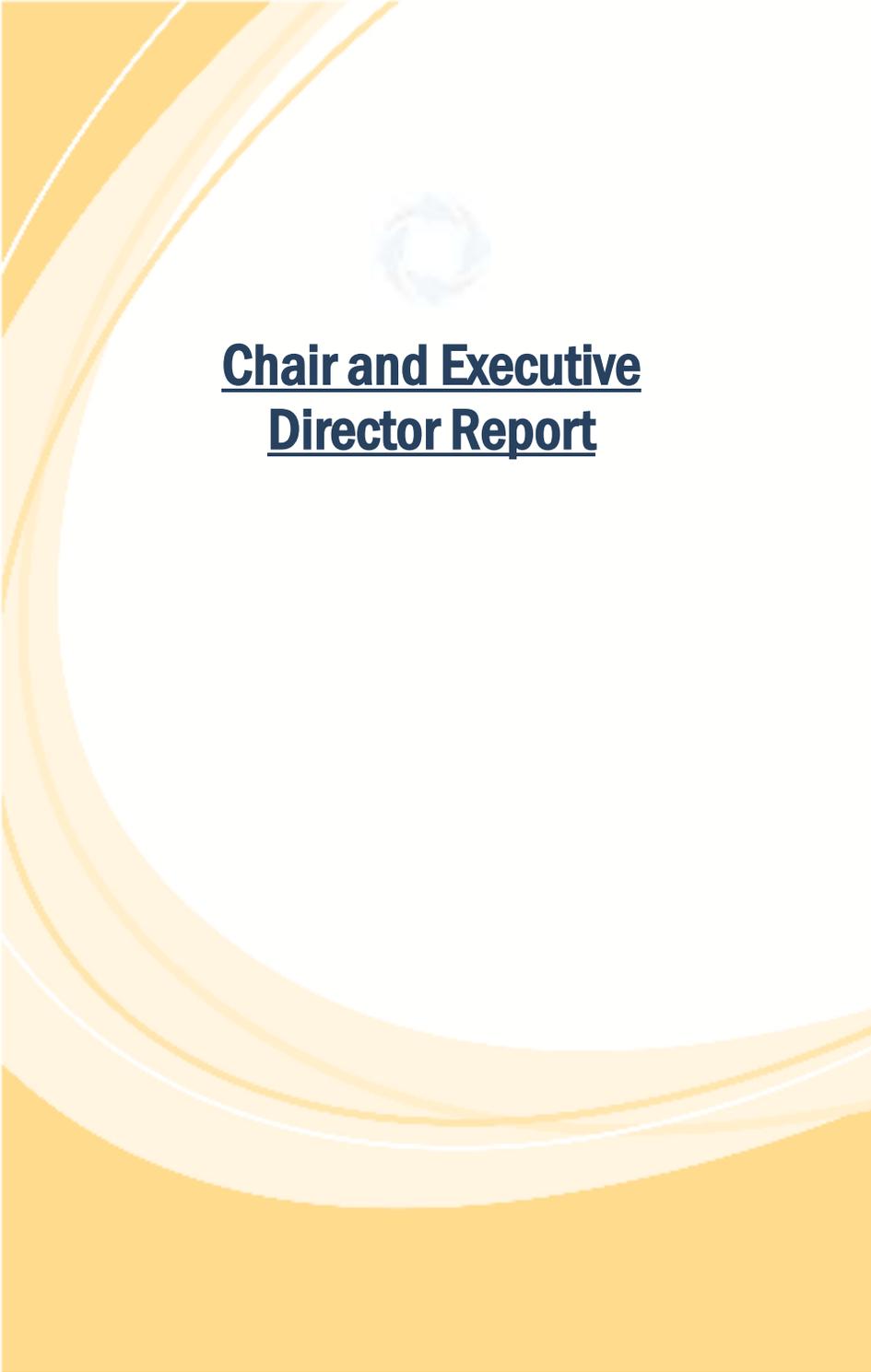
**4. Annual Report 2014-2015**  
2015 report, as presented in 2015, available

The Canadian Institute for Conflict Resolution has seen several developments over this past year.

We continued to work in line with CICR's vision and new strategic plan to maintain our leadership in the changing environment keeping up with society needs and with market changes. through our regular and customized training and intervention services and through expanding our national and international partnerships.

On the board level, the board continues to benefit from strong and capable people dedicated to give so much of their time and energy to support the Institute's mission and goals. Over the course of the year we lost three directors but brought on two new ones. We want to thank all directors, present as well as those who stepped down, for the valuable contributions they have made. Many directors also serve as volunteers in support of CICR's activities besides their board service. The board's committees continue to be active in the areas of Program Development, Nominations and Awards, and Marketing, with room for further growth. We look forward to the new recruits that will be elected at the AGM.

With regard to the training, after we broke the record of graduates in 2015 with 41 graduates, we broke the record again this year with 63 graduates. This is due to the continuous recognition of TPN as a valuable conflict resolution preparation course in government departments, and by professionals and change agents in various communities as well as our longstanding partnership with Saint Paul University that recognizes our 160 hour TPN program as equivalent to 3 undergraduate course credits. Not to mention our highly valued partnerships with the University of Sherbrooke, which graduated 8 participants, and the University of New Brunswick, which graduated 12 participants. We maintained our strong connection with the Presbyterian Church in Taiwan to explore possibilities for further training. Unfortunately, our partnership with MacEwan University ended due to the difficulty they faced to run the program in sufficient numbers. We continued our customized TPN training with the Cree nation for the fifth year with high success and held their special graduation ceremony in March 2016. Furthermore, we enlarged our pool of trainers to effectively deliver our TPN in Canada and abroad.



## Chair and Executive Director Report

### 5. Nominations

Susan explained criteria and considerations, including conflict of interest policy.

Three candidates presented themselves for the three vacancies:

- Nathalie Auger
- Mary Anne Robblee
- Kendel Rust

Three candidates presented themselves

Approved by acclamation

### 8. Motion of adjournment/second/approved (Susan)



# **Financial Highlights**

Audited Financial Statements

## List of Associates

- |    |            |              |    |             |              |
|----|------------|--------------|----|-------------|--------------|
| 1  | Nicholas   | Debono       | 31 | Miriam      | Martin       |
| 2  | David      | Seto         | 32 | Richard     | Gbotu Kubele |
| 3  | Sylvie     | Lamoureux    | 33 | Robyn       | Aaron        |
| 4  | Erin       | Horvath      | 34 | Lilian Ruth | Klein        |
| 5  | Robert     | Montgomery   |    |             |              |
| 6  | Carmen     | Chaman       |    |             |              |
| 7  | Roland     | Stankevicius |    |             |              |
| 8  | Thomas     | Tegtmeyer    |    |             |              |
| 9  | Déogratias | Nzemba       |    |             |              |
| 10 | Christine  | Peringer     |    |             |              |
| 11 | Lorenzo    | de Franco    |    |             |              |
| 12 | Mouhamed   | L. Moukhtar  |    |             |              |
| 13 | Céline-    | Arbique      |    |             |              |
| 14 | Obe        | Francisca    |    |             |              |
| 15 | Phillip B. | Turcotte     |    |             |              |
| 16 | Pamela     | Jones        |    |             |              |
| 17 | Fiona      | Wall         |    |             |              |
| 18 | Sylvie     | Richard      |    |             |              |
| 19 | Nathalie   | Tremblay     |    |             |              |
| 20 | Evelyn     | Kedl         |    |             |              |
| 21 | Olakunle   | Adeniran     |    |             |              |
| 22 | Neil       | Tudiver      |    |             |              |
| 23 | Gerald     | Kelly        |    |             |              |
| 24 | Sam        | Ajiye        |    |             |              |
| 25 | Arline     | Brisemur     |    |             |              |
| 26 | Denis      | Carrier      |    |             |              |
| 27 | Sarah      | Murray       |    |             |              |
| 28 | Evan G.    | Sochett      |    |             |              |
| 29 | Beverley   | Leeks        |    |             |              |
| 30 | Agada      | Elachi       |    |             |              |

## List of Members-Cont'd

67	Barry	Lamirande	100	Sylvain	Lefebvre
68	Frederique	Lalonde	101	Marie-ève	Maillé
69	Christine	Burton	102	Danielle	Ouellet
70	Gerardine	Umulisa	103	Aloysia	Lee
71	Kendel	Rust			
72	Charles	Vinet			
73	Pamela	Gleeson			
74	Elaine	Courchesne			
75	Elizabeth	Guerrero			
76	Vincent	Morin			
77	Madiara	Kone			
78	Manon	Leclerc			
79	Jerome	Grimaud			
80	Audrey	Lord			
81	Reni	Han			
82	Barb	Martin			
83	Barbara	Martin			
84	Cindy	Lanteigne			
85	Elizabeth	Rowe			
86	Elizabeth	Sypher			
87	Gale	Daigle			
88	Gilles	Blinn			
89	Jamie	Cote			
90	Lee	Burry			
91	Nigel	Gautreau			
92	Reni	Han			
93	Tony	Vienneau			
94	Vincent	Morin			
95	Audrey	Lord			
96	Alain	Vienneau			
97	Mario	Bourgault			
98	Josephine	Brodeur			
99	Yannick	Gauthier			

## Independent Auditor's Report

GUINDON CHARRON Since / Depuis 1986

Lionel Guindon, C.P.A., C.A. COMPTABLES PROFESSIONNELS AGRÉÉS 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. Guindon Professional Corporation \* Fax: (613) 841-5897

Independent Auditors' Report

To the Board of Directors  
 Canadian institute for conflict resolution

We have audited the accompanying financial statements of Canadian institute for conflict resolution, which comprise the balance sheet as at August 31, 2016, and the statements of operations and general fund balance, 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 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.

### Auditor's Responsibility

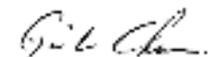
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable 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 entity's preparation 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 audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material aspects, the financial position of Canadian institute for conflict resolution as at August 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.



Ottawa, Ontario

Guindon Charron  
 Chartered Professional Accountants

CANADIAN INSTITUTE FOR CONFLICT RESOLUTION

FINANCIAL STATEMENTS  
AND INDEPENDENT AUDITORS' REPORT  
AUGUST 31, 2016

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List of Members

1	Jeanette	Fraser	34	Richard	Brzozowski
2	Nathalie	Auger	35	Gabriella	Calao
3	Frances	Paquette	36	Claude	Barraud
4	Catherine	Barrette	37	Nancy	Powers
5	Shay	Maadani	38	Norm	Desjardins
6	Denis	Marengère	39	Jan	Michaels
7	Sara	Kemp	40	Steve	Chen
8	Dan	Roseman	41	Marie-Claude	Picard
9	Andrea	Morrison	42	Sylvie	Paquette
10	Howie	Clavier	43	Roland	Desjardins
11	Cajo	Brando	44	Henri	Tremblay
12	Carole	Soucis	45	Patricia	Brady
13	Diane	V. Bélanger	46	Alain	Paulin
14	Patricia	Pounienkow	47	Brian	Strom
15	Esher	van Gennip	48	Diana	Strom
16	Ernie	Tannis	49	Julie	Kahalé
17	Philippe	Gauthier	50	Karine	Gauvreau
18	Johnathan	Elston	51	Marilyn	Sweet
19	Rupa N.	Menon	52	Vanessa	Zola
20	Nicole	Dostaler	53	Jim	McDonald
21	Rachael	Strong	54	Barbara	Bullock
22	Sekou	Kromah	55	Lynn	Burge
23	Keak	Chol	56	Jennifer	Hinton
24	Julie	Kahalé	57	Nadya	Roy-Forget
25	Iman	Ibrahim	58	Tracey	Paula
26	Diana	Bejjani	59	Terri	Smallboy
27	Pierre	Parent	60	Stephane	Cardinal
28	Rosalie	Y. Bernier	61	Karl	Gagné
29	Louis	Bazuzi	62	Natalie	Roussy
30	Natalie	Nault	63	Jolene	Dione
31	Jacqueline	Poulet	64	Niki	Kiepek
32	Robert L.	Legris	65	Melanie	Brousseau
33	Sheila	Norquay	66	Guy	Villeneuve



# Membership

Members and Associates

## Balance Sheet

AS AT AUGUST 31, 2016

### ASSETS

<b>CURRENT ASSETS</b>	<b>2016</b>	<b>2015</b>
Cash	\$ 68,735	\$ 118,263
Short term investments (note 3)	\$ 124,487	\$ 122,266
Accounts receivables (note 4)	\$ 117,933	\$ 67,020
Prepaid Expenses	\$ 5,284	\$ 3,467
<b>TOTAL ASSETS</b>	<b>\$ 316,439</b>	<b>\$ 311,016</b>

### LIABILITIES AND NET ASSETS

<b>CURRENT LIABILITIES</b>		
Accounts payable (note 6)	\$ 95,847	\$ 66,636
<b>NET ASSETS</b>		
General fund	\$ 220,592	\$ 244,380
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 316,439</b>	<b>\$ 311,016</b>

APPROVED ON BEHALF OF THE BOARD:

Director \_\_\_\_\_ Director \_\_\_\_\_

## Statement of Operations And General Fund Balance

AS AT AUGUST 31, 2016

REVENUES	2016	2015
Training	\$284,056	\$279,572
Special projects	1,500	16,010
Donations	260	9,782
Interest income	2,222	2,330
Royalties	15,445	3,260
Memberships	2,021	555
Interventions	239,370	248,342
	<b>544,874</b>	<b>559,851</b>
<b>EXPENSES</b>		
Advertising and promotion	4,004	8,173
Amortization	-	966
Consulting	-	110
Insurance	11,014	8,114
Interest and bank charges	4,860	5,405
Meetings and conventions	49	151
Memberships	498	1,237
Office	26,558	24,840
Special projects	76,053	100,845
Professional fees	6,731	9,884
Wages and benefits	205,198	193,816
Rent	11,369	12,000
Subcontracts—training	191,894	158,138
Training expenses—direct	22,669	24,567
Travel	7,765	15,331
	<b>568,662</b>	<b>563,577</b>
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>\$ (23,788)</b>	<b>\$ 3,726</b>
NET ASSETS, beginning of year	\$244,380	248,106
NET ASSETS, end of year as restated	\$220,592	\$244,380

## Community Mediation Ottawa Program (cont'd)

Last but certainly not least, is the fact that CMO would not exist without the commitment and dedication of many volunteers who give so much of themselves to the organization and the community. We acknowledge the selflessness of all the mediators, intake coordinators, conflict coaches, facilitated learners, volunteers, and steering committee members.

## Community Mediation Ottawa Program

Community Mediation Ottawa (CMO) continues to support individuals and groups in the Ottawa area, through the delivery of mediation, facilitated learning, group interventions, and conflict coaching at no cost. The latter service was a recent and welcome addition to further supporting the population of Ottawa. Overall, CMO responded to over 70 requests for mediation services, 10 for conflict coaching, and four for group interventions. In addition, more than 375 individuals were made aware of the organization through facilitated learning and outreach events.

Over the past year, CMO has worked to build partnerships with a view to expanding awareness of the organization, increasing referrals, and exploring new lines of business. Partnerships have been created with organizations/groups such as 211 (City referral source), Reach Canada, Catholic Centre for Immigrants, Ottawa Community Housing, Canadian Mental Health Association, Legal Aid Ontario, Connecting Ottawa, Ottawa Police Service and the Parkdale Food Centre.

For this fiscal year, the primary sources of referral (in order of largest to smallest) has been directly from the public, police, not-for-profit partners, community housing, and business. This demonstrates that our outreach to the public and NFP partners is resulting in increased referrals.

In 2016, CMO delivered one 21-hour training workshop in accordance with the standards set out by the Ontario Community Mediation Coalition, and conducted two intensive mediator workshops. CMO also offered nine regularly scheduled role-play practice evenings for the volunteer mediators. Additional enrichment sessions were included in some of the evenings, focused on key areas of the mediation process.

For the first time, CMO delivered its' 21-hour conflict coaching workshop and it was a resounding success. As a result, CMO now has a roster of volunteer conflict coaches that are able to deliver coaching to individuals in Ottawa, and to further support them in dealing with conflict. Another 'first' this year, was the addition of a part-time paid program director to support and build the organization's programs. CICR, which considers CMO one of its most valued charitable programs, generously covers the salary of the program director.

## Statement of Cash Flows

YEAR ENDED AUGUST 31, 2016

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>2016</b>	<b>2015</b>
(Excess of expenses over revenue)	<b>\$(23,788)</b>	\$(3,726)
Excess of revenue over expenses		
Amortization	-	966
	<b>(23,788)</b>	(2,760)
Change in other non-cash operating accounts:		
Accounts receivable	<b>(50,913)</b>	(19,917)
Prepaid expenses	<b>(1,817)</b>	-
Accounts payable and accrued liabilities	<b>29,211</b>	(5,690)
	<b>(23,519)</b>	(25,607)
<b>(DECREASE) INCREASE IN CASH DURING THE YEAR</b>	<b>(47,307)</b>	(28,367)
<b>CASH, BEGINNING OF YEAR</b>	<b>240,529</b>	268,896
<b>CASH, END OF YEAR</b>	<b>\$193,222</b>	\$240,529
<b>CASH IS COMPRISED OF:</b>		
Cash	<b>\$68,735</b>	\$118,263
Short term investments	<b>124,487</b>	122,266
	<b>\$193,222</b>	\$240,529

### NOTES TO FINANCIAL STATEMENTS AUGUST 31, 2016

#### 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

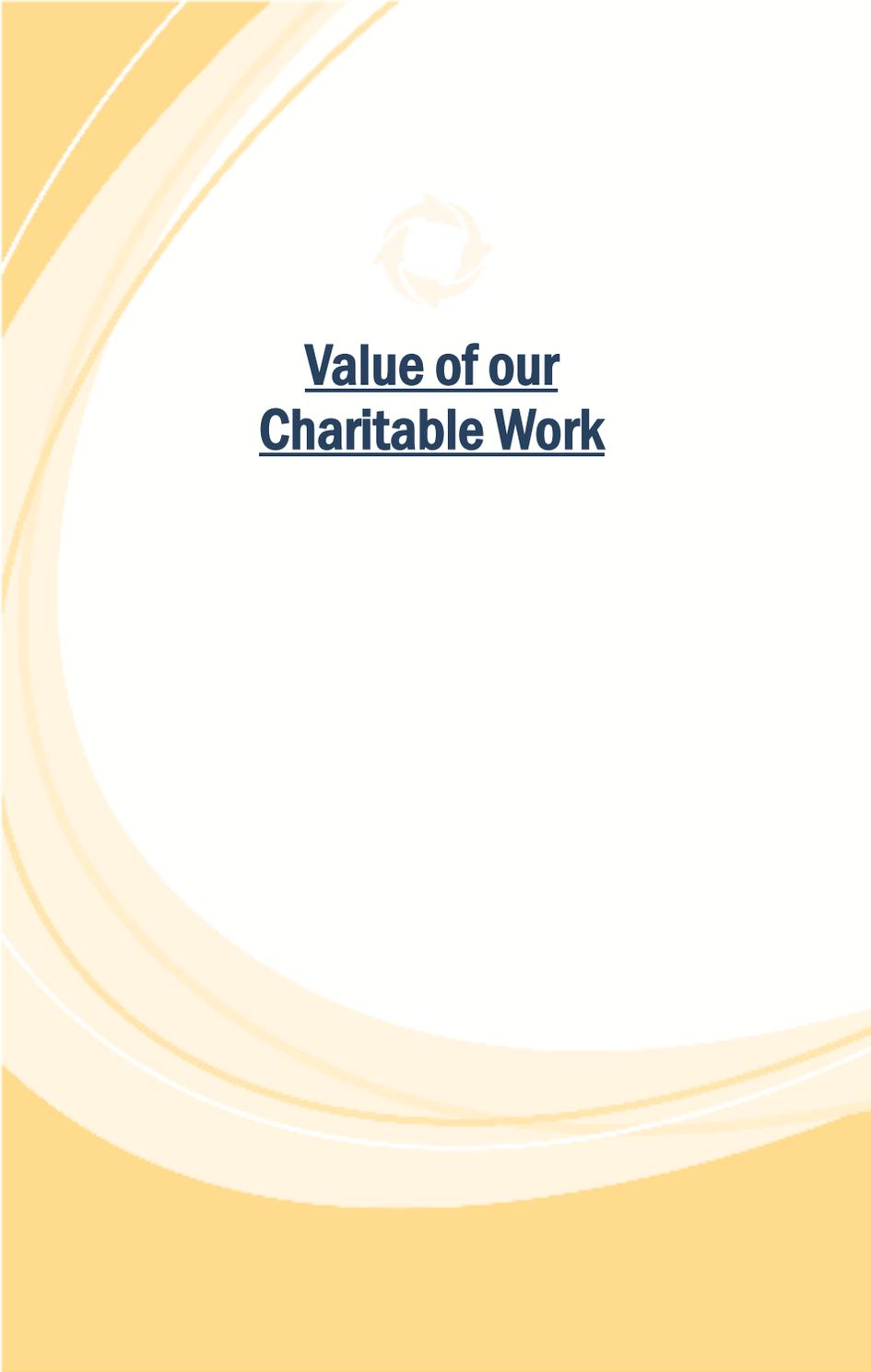
The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires directors and management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements, and the reported 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.

CICR provides on a charitable basis various services besides CMO, including subsidized participation in the Third Party Neutral program and customized trainings 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 \$81,743.00.

Since CICR, a registered charity, receives relatively little in the form of donations, we are working to address this through more focus on fundraising. In addition, our dedicated volunteers contributed over 4079 hours this year, which enabled us to offer free conflict resolution services to qualified individuals and groups, including those served by Community Mediation Ottawa.



## Value of our Charitable Work

## Notes to Audited Financial Statements

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continue)

#### E) Contributed services

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 \$ 81,743 (2015 - \$105,069). 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 4,079 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.

## Notes to Audited Financial Statements

### 3. SHORT TERM INVESTMENTS

	2016	2015
Bank of Nova Scotia - interest @ .9% maturing February 19, 2017	\$ 20,483	\$ 20,366
Scotia McLeod - interest @ 1.197% maturing July 10, 2017	104,004	101,900
	\$ 124,487	\$ 122,266

ACCOUNTS RECEIVABLE	2016	
	6	2015
Accounts receivable	\$ 112,710	\$ 58,192
HST receivable	5,223	8,828
	\$ 117,933	\$ 67,020

ACCOUNTS PAYABLE	2016	
	6	2015
Accounts payable	\$ 17,402	\$ 17,866
Government remittances	10,310	9,350
Deferred revenue - prepaid fees	68,135	39,420
	\$ 95,847	\$ 66,636

### 4. DEFERRED REVENUE

Deferred revenue consists of course fees paid in advance.

### 5. 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, 2016 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.

### 6. COMMITMENTS

Under the terms of a rental agreement expiring on March 31, 2018, the Institute is committed to make minimum lease payments totalling \$ 21,237 and include the following payments over the next two years: 2017, \$ 13,327; and 2018, \$ 7,910.

## Notes to Audited Financial Statements

### 7. 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.

### 8. 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.