

**ANNUAL
REPORT**

2017

**Canadian Institute for
Conflict Resolution**



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



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Agenda

Minutes

Current Roster of Board Members

NAME	POSITION
Kendel Rust	Chair
Roland Desjardins	Vice-Chair
Daniel Roseman	Past Chair
Susan Johnston	Secretary
Jean-Francois Rioux	Director
Martina Markovic	Director
Sarah Daigneault	Director
Aloysia Lee	Director
Stephanie Puetz	Director
Moe Royer	Director
Lorna Lemay	Advisor to the Board
Joyce Abarbanel	Advisor to the Board

List of Associates

1	Alain	Babineau	35	Leanna	Haythorne
2	Lisa	Barrett	36	Wilfred	Jephson
3	Jean-Yves	Bastien	37	Sabine	Kamhogo
4	Ayena	Bonaventure			Kehinde-
5	Catherine	Buchanan	38	Funmilayo	Obanewa
6	Philip	Bury	39	Sarah	King
7	Levi	Chase	40	Madiara	Kone
8	Andreanne	Chenier	41	Celestin	Kutenalo
9	Déogratias	Nzemba	42	Francois	Landry
10	Christine	Peringer	43	Landusk	
11	Corneille	Bokie Ndwaya	44	Manon	Leclerc
12	Mouhamad	L. Moukhtar	45	Aloysia	Lee
13	Céline-Renée	Arbique	46	Gharam	Mahfouz
14	Obe	Francisca	47	Katie	McMillan
15	Phillip B.	Turcotte	48	Alida	Oegema
16	Pamela	Jones	49	Abimbola	Olawumi
17	Fiona	Wall	50	Johannus	Olsthoorn
18	Sylvie	Richard	51	David	Penney
19	Nathalie	Tremblay	52	Tristan	Poupart
20	Evelyn	Kedl	53	Erin	Rennison
21	Olakunle	Adeniran	54	Sandra	Rorbak
22	Neil	Tudiver	55	Ana Carolina	Souza
23	Gerald	Kelly	56	Dienabou	Sow
24	Arline	Brisemur	57	Diana	Strom
25	Allan	Cutler	58	Musa	Sule
26	Sarah	Murray	59	Modeste Mba	Talla
27	Beverley	Leeks	60	Kari	Hass
28	Agada	Elachi			
29	Daunett	Tucker			
30	Terry	Vida			
31	Jonathan	Elston			
32	Richard	Gbotu Kubele			
33	Robyn	Aaron			
34	Lillian-Ruth	Klein			

Agenda

Saint Paul University, Room L120

- 5:30 Approval of the Agenda
- Approval of the Minutes of the last AGM – November 24, 2016
- Financial Statements for 2016-2017 Fiscal Year and Auditor's Report
- Annual Report Highlights – Chair and Executive Director
- Nominations & Awards Committee: Process and Elections
- 6:30 Adjourn

Saint Paul University, Room L120

MINUTES

In attendance:

Mario Bourgault	Josephine Brodeur	Sarah Daigneault
Roland Desjardins	Kristina Dings	Emmanuel Ndayieeye
Louis Guay	Iman Ibrahim	Idil Issa
Susan Johnston	Aloysia Lee	Andrea Morrison
Junior Ngandu	Danielle Ouellet	Daniel Roseman
Moe Royer	Kendel Rust	Blandie Samson
Carole Soucis	Annette Tejada	Darren Tessier
Henri Tremblay	Alan Vienneau	Jean-Francois Rioux

Welcome

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

Agenda

Motion to adopt: Aloysia Lee. Seconded by Roland Desjardins.

Approval of 2015 minutes

A copy of the minutes from our AGM dated November 26, 2015 is available in the 2016 report. Motion to approve: Susan Johnston. Seconded by Daniel Roseman.

Financial Statements and auditor's report

Lionel Guindon, the auditor retained by CICR, highlighted the value of CICR's charitable activities, including more than 4,079 in-kind volunteer hours (excluding all Board activities) and approx. \$81,743 in value of discounts given to community building, scholarships, NGOs and students. Kendel Rust thanked Lionel for the presentation.

81	Isabelle	Morin
82	Audrey	Lord
83	Jacinthe	Morin
84	Emmanuel	Ndayizeye
85	Junior	Ngandu
86	Eric	Olafsson
87	Denis	Pariseau
88	David	Pearo
89	Gale	Daigle
90	Helene	Pilon
91	Nathalie	Poirier
92	Lee	Burry
93	Nigel	Gautreau
94	Stephanie	Puetz
95	Sylvie	Richard
96	Jean-Francois	Rioux
97	Martine	Roger
98	Carole	Ross
99	Moe	Royer
100	Stephanie	Steward
101	Whitman	Strong
102	Jean-Francois	Racine
103	Tanya	Dazé
104	Eve	Gaboury
105	Lucie	Monette
106	Véronique	Dutartre
107	Marie-France	Girard
108	Leonard	Nkeshimana
109	Bruce	Roy
110	Eddy	Aristil
111	Miranda	Merry
112	Pierre	Charest
113	Francine	Guinois
114	Isabelle	St-Pierre
115	Joel	Marsolais-
116	Daniel	Markus
117	Rémy	Nkoripfa
		Vézina-
118	Stéphane	Gaudreault

List of Members

1	Adeniran	Olakunle	41	Steve	Chen
2	Stephanie	Alexander	42	Marie-Claude	Picard
3	Suzanne	Cadieux	43	Sylvie	Paquette
4	Carmen	Chaman	44	Roland	Desjardins
5	Steve	Chen	45	Henri	Tremblay
6	Allan	Cutler	46	Patricia	Brady
7	Sara	Kemp	47	Alain	Paulin
8	Dan	Roseman	48	Brian	Strom
9	Andrea	Morrison	49	Susan	Johnston
10	Sarah	Daigneault	50	Rasha	Kaba
11	Therese	Dalrymple	51	Karine	Gauvreau
12	Carole	Soucis	52	Marilyn	Sweet
13	Vanessa	Davidson	53	Gerald	Kelly
14	Patricia	Pounienkow	54	Lise	Landriault
15	Esher	van Gennip	55	Maria	Lapolla
16	Ernie	Tannis	56	Aloysia	Lee
17	Kristina	Dings	57	Jennifer	Hinton
18	Carli	Disano	58	Nadya	Roy-Forget
19	Justin	Filion	59	Tracey	Paula
20	Nicole	Dostaler	60	Terri	Smallboy
21	Rachael	Strong	61	Steven	Legler
22	Sekou	Kromah	62	Karl	Gagné
23	Keak	Chol	63	Lorna	Lemay
24	Julie	Kahalé	64	Jolene	Dione
25	Iman	Ibrahim	65	Niki	Kiepek
26	Diana	Bejjani	66	Melanie	Brousseau
27	Pierre	Parent	67	Sylvie	Lemieux
28	Rosalie	Y. Bernier	68	Lusabe	Lennoxie
29	Louis	Bazuzi	69	Barry	Lamirande
30	Natalie	Nault	70	Frederique	Lalonde
31	Leanna	Haythorne	71	Jo-Anne	McCullough
32	Lise	Higham	72	Rupa	Menon
33	Sheila	Norquay	73	Kendel	Rust
34	Suzanne	Leroux	74	Charles	Vinet
35	Richard	Brzozowski	75	Pamela	Gleeson
36	Mara	Indri-Skiner	76	Alexandre	Mercier
37	Claude	Barraud	77	Elizabeth	Guerrero
38	Idil	Issa	78	Vincent	Morin
39	Norm	Desjardins	79	Robert	Montgomery
40	Jan	Michaels	80	Mary Simon	Mori

Minutes – Annual General Meeting – November 24, 2016

Appointment of auditor for 2016-17

Daniel Roseman motioned to affirm continuing the appointment of Lionel Guindon as our auditor for year 2016-2017. Seconded by Roland Desjardins.

Annual report 2015-16 from the Chair and Executive Director

Kendel Rust and Iman Ibrahim highlighted outcomes from 2015-2016.

Proposed resolution: “Delegation of Authority”

“Be it resolved that the Board of Directors be authorized by the membership to set, from time to time, the minimum and maximum number of directors, within the confines of the minimum and maximum set out in the article of Continuance.” Motioned by Daniel Roseman. Seconded by Aloysia Lee. Moved by Dan, seconded by Aloysia.

Nomination and election of Directors

Process: Kendel Rust explained the election process.

Election results:

Continuation of Aloysia Lee (moved by Roland Desjardins, seconded by Blandie Samson)

Affirmation of Roland Desjardins (moved by Aloysia Lee, seconded by Carole Soucis)

Presentation of credentials - Daniel Roseman, seconded by Roland Desjardins

Presentation of credentials - Sarah Daigneault, seconded by Aloysia Lee

Candidates who were not present but sent their cv and applications:

Stephanie Puetz, seconded by Iman Ibrahim

Martina Markovic, seconded by Kendel Rust

Nomination and election of Directors (con't)

Nomination from the floor – Moe Royer, seconded by Roland Desjardins

Election results: all 5 candidates have been elected based on majority vote.

Acknowledgement of Volunteers

Kendel Rust thanked volunteers on behalf of CICR, acknowledging their support observing Third Party Neutral (TPN) trainings, providing translation, and assisting at events.

Adjournment



Membership

Members and Associates

Committee Members

Susan Johnston (chair), Roland Desjardins, Aloysia Lee, Dan Roseman, Kendel Rust

Board Elections and Renewals

CICR can have up to twelve directors, with one appointed by St. Paul University. The board is composed of individuals who are either full Members of CICR (having completed all 4 TPNs or whom the board has determined to possess equivalent training and experience) or non-members specifically recruited to fill specific roles or provide needed skills that may not be reflected among the incumbent 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. Officers and Directors' length of term are determined at the first meeting of the new board following the annual meeting.

2016 Board election outcomes

At the 2016 AGM, four new members were elected:

- Sarah DAIGNEAULT
- Martina MARKOVIC
- Stephanie PUETZ
- Moe ROYER

Dan Roseman was re-elected for a second term, and Roland Desjardins appointment was confirmed.

The Committee put out a call to the membership for nominations for election to the board for the 2017 AGM.

Awards

The Committee reviews and approves applications for the Scholarship Fund, and for awards to be given annually at the Third Party Neutral Program graduation. During the year scholarships were approved for several inspiring community builders that were making a remarkable difference in their work, frequently in conflict zones.

Respectfully submitted,
Susan Johnston
Chair, Nominations and Awards Committee



Financial Highlights

Audited Financial Statements

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:

Gaston Boulianne, C.P.A., C.G.A.
Louise Boyer-Guindon, C.P.A., C.M.A.

1365 cr. Ottawa ON K4A 1Y6
Tel: (613) 841-5896
Fax: (613) 841-5897

L. M. Guindon Professional Corporation *

Independent Auditors' Report

To the Board of Directors

We have audited the accompanying financial statements of **Canadian institute for conflict resolution**, which comprise the balance sheet as at **August 31, 2017**, 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, 2017**, and the results of its operations and its cash flows for the year then ended in accordance with **Canadian accounting standards for not-for-profit organizations**.



Ottawa, Ontario

Guidon Charron

November 15, 2017

Chartered Professional Accountants

Licensed Public Accountants

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



Report of the Nomination and Award Committee

Community Mediation Ottawa Program (cont'd)

For the second time, CMO delivered its' 21-hour conflict coaching workshop by which it has increased its' roster of trained conflict coaches. Conflict coaching has proven to be a valuable asset to the community, and the mediation process as a whole. It is frequently used when only one party is willing to commit to conflict resolution, and as additional support for parties during mediation.

CMO remains grateful to the Board and ED of the Canadian Institute of Conflict Resolution for its' ongoing financial support. It must also be said that the CMO volunteers truly foster peace in the Ottawa communities through their selfless and outstanding contributions.

Testimonials:

- *We cannot believe that this kind of high quality and thorough service is available to members of Ottawa's community at no cost. You folks saved a precious relationship. Thank you so much for your dedication. We can't tell you how much it means to us.*
- *We thought our relationship with the other party was lost forever, even before we began. However, the process allowed us all to have a very difficult conversation. We must also give credit to the other party who worked incredibly hard to heal the relationship with us after the mediation.*
- *Kindness is one of the greatest weapons any person can ever have to make a difference in a confusing world. Thank you for your kindness!*
- *I strongly believe that if it was not for the effort of your organization 'we' would not be where we stand today. Your organization helped provide both parties a moment in time to be heard and by allowing us to speak from the heart, with the guidance that was provided, we were able to come to an understanding. You gave me hope.*

CANADIAN INSTITUTE FOR CONFLICT RESOLUTION

FINANCIAL STATEMENTS AND INDEPENDENT AUDITORS' REPORT AUGUST 31, 2017

Balance Sheet

AS AT AUGUST 31, 2017

ASSETS

CURRENT ASSETS	2017	2016
Cash	\$ 104,829	\$ 68,735
Short term investments (note 3)	\$ 125,347	\$ 124,487
Accounts receivables (note 4)	\$ 56,914	\$ 117,933
Prepaid Expenses	\$ 5,343	\$ 5,284
	\$ 292,433	\$ 316,439
TOTAL ASSETS	\$ 292,433	\$ 316,439

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES		
Accounts payable (note 6)	\$ 45,034	\$ 95,847
NET ASSETS		
General fund	\$ 247,399	\$ 220,592
TOTAL LIABILITIES AND NET ASSETS	\$ 292,433	\$ 316,439

APPROVED ON BEHALF OF THE BOARD:

Director _____ Director _____

Community Mediation Ottawa Program

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. The latter was introduced in 2016, and has been a welcome addition to the community. In 2017, CMO expanded its' volunteer base to more than 50 dedicated individuals. This includes conflict coaches, trainers, mediators, steering committee members, and other valuable contributors. Overall, CMO responded to 94 requests for mediation services, 21 for conflict coaching, and 8 for group interventions. In addition, approximately 396 individuals were made aware of the organization through outreach events and 276 through mediation training and other workshops.

In 2017, CMO worked to increase and deepen the value of its' partnerships. One example of this was the official launch of a partnership with Ottawa Police to refer cases of a less serious nature, such as neighbor disputes, for mediation and community capacity building. Another example is the extension of the partnership with Ottawa Community Housing to deliver group workshops, conflict assessments, and conflict coaching over several months at two key locations, in addition to regular referrals for mediation.

For this fiscal year, the sources of referral (in order of largest to smallest) has been directly from the public, police, community housing, and not-for-profit organizations. This demonstrates that the outreach to the public and partnerships with Ottawa Police and Ottawa Community Housing are resulting in increased awareness and uptake of the programs.

In 2017, CMO delivered three 21-hour training workshops in accordance with the standards set out by the Ontario Community Mediation Coalition, conducted four intensive mediator workshops and two intake coordinator trainings. CMO also offered six regularly scheduled role-play practice evenings for the volunteer mediators, three of which included enrichment sessions on key areas of the mediation process.

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 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 \$178,550.

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 4921 hours this year, which enabled us to offer free conflict resolution services to qualified individuals and groups, including those served by Community Mediation Ottawa.

Below is a testimonial from a scholarship recipient:

"Being a Third Party Neutral (TPN) scholarship recipient is not only an honour and a blessing in many ways but it has been an invaluable gift that encourages and empowers me to be a real difference maker in whatever environment I find myself in. Today's highly competitive and conflictual environment needs more self-aware and conflict competent TPNs to facilitate dialogue and diplomacy near and far. The TPN framework highly complements both my experiential and educational background while further equipping me with the essential practical hands-on tools required to make a significant contribution for making a real positive change, which is exactly what I intend to do in whatever capacity including volunteering in the community. The potential and possibilities are endless when it comes to how this program aids in the above mentioned aspirations, notwithstanding personal and professional levels. It is programs like these that gives me so much hope that we as individuals and a collective can be better and can do better and this world can indeed be a better place."

Statement of Operations And General Fund Balance

AS AT AUGUST 31, 2017

REVENUES	2017	2016
Training and Special Projects	\$446,565	\$413,492
Donations	\$22,503	\$260
Interest income	\$899	\$2,222
Royalties	\$10,835	\$15,445
Memberships	\$1,492	\$2,021
Interventions	\$88,780	\$111,434
	\$571,074	\$544,874
EXPENSES		
Advertising and promotion	\$4,485	\$5,860
Insurance	\$7,217	\$11,014
Interest and bank charges	\$8,410	\$4,860
Meetings and conventions	\$264	\$49
Memberships	\$1,226	\$498
Office	\$33,291	\$24,352
Professional fees	\$12,263	\$6,731
Wages and benefits	\$159,186	\$205,198
Rent	\$12,643	\$11,369
Subcontracts and intervention	\$82,552	\$67,022
Telecommunication	\$3,064	\$2,206
Training expenses—direct	\$185,593	\$187,682
Training expenses—indirect	\$27,120	\$34,056
Travel	\$6,953	\$7,765
	544,267	\$568,662
EXCESS OF REVENUES OVER EXPENSES	\$ 26,807	\$ (23,788)

NET ASSETS, beginning of year	\$220,592	\$244,380
NET ASSETS, end of year as restated	\$247,399	\$220,592

Statement of Cash Flows

YEAR ENDED AUGUST 31, 2017

CASH FLOWS FROM OPERATING ACTIVITIES	2017	2016
(Excess of expenses over revenue)	\$26,807	\$(23,788)
Excess of revenue over expenses		
Amortization	-	-
	\$26,807	\$(23,788)
Change in other non-cash operating accounts:		
Accounts receivable	\$61,019	\$(50,913)
Prepaid expenses	\$(59)	\$(1,817)
Accounts payable and accrued liabilities	\$(50,813)	\$29,211
	\$10,147	\$(23,519)
(DECREASE) INCREASE IN CASH DURING THE YEAR	\$36,954	\$(47,307)
CASH, BEGINNING OF YEAR	\$193,222	\$240,529
CASH, END OF YEAR	\$230,176	\$193,222
CASH IS COMPRISED OF:		
Cash	\$104,829	\$68,735
Short term investments	\$125,347	\$124,487
	\$230,176	\$193,222



Value of our Charitable Work

All these activities enforce CICR's mission of empowerment and vision of building a culture of peace.

We gladly 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 Carolynne Hutt.

We wish to extend our appreciation to our professional and dedicated staff and the contributions of our valued trainers in their various areas of expertise. We are delighted to have Miranda Merry join our team as the Office Manager enriching CICR with her passion and technical and people skills, not to mention sharing her transformation journey as she graduates from the TPN program. We extend much appreciation to Marie-France Dedieu, our Administrator, for ensuring that all of our Third-Party Neutral courses run smoothly. Her hard work and dedication are evident and she is an integral part of our team. We are most grateful to our Advisor of Partnership and Outreach, Khaled Ibrahim, for the depth of expertise he brings from his research and field work with the United Nations in several conflict zones as well as wide network.

Lastly, extending the mission and values of CICR would not be possible without the engaged and experienced participants in our programs and to our clients who give us their trust and share with us their needs so that together we transform the world around us in Canada and abroad.

Kendel Rust
Chairman of the Board of Directors

Iman Ibrahim
Executive Director

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.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continue)

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.

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 \$ 178,550 (2016 - \$81,743). 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 4,921 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

	2017	2016
Bank of Nova Scotia - interest @ .9% maturing February 19, 2017	\$20,764	\$20,483
Scotia McLeod - interest @ 1.197% maturing July 10, 2017	\$104,167	\$103,90
Accrued Interest	\$416	\$97
	\$ 125,347	\$ 124,487
ACCOUNTS RECEIVABLE		
Accounts receivable	\$54,335	\$112,710
HST receivable	\$2,579	\$5,223
	\$56,914	117,933
ACCOUNTS PAYABLE		
Accounts payable	\$5,757	\$17,402
Government remittances	\$4,177	\$10,310
Deferred revenue - prepaid fees	\$35,100	\$68,135
	\$45,034	\$95,847

Center and enabled the delivery of several TPNs to Dominican professionals with great success. Our strong connection with the Presbyterian Church in Taiwan, through our trainer and supporter Steven Chen, continues to spread the TPN knowledge and principles in Taiwan.

We continue to invest in our Community Mediation Ottawa program (CMO), which has been operating under CICR since 2010, to expand its services and partnerships offering free mediation, facilitated learning, group interventions, and conflict coaching services with entirely volunteer practitioners to individuals and groups who have limited resources to pay. As one of CICR's most charitable programs, CICR continues to cover all logistical costs and employ a dedicated part-time Program Director to efficiently manage CMO's services, detailed in their report.

CICR's charitable activities continue through various lines besides CMO, including subsidized participation in the Third Party Neutral program and interventions offered at very competitive or subsidized prices, as well as thousands of volunteer hours and community dialogues. The value of the subsidies and discounts in our training for community building, not-for-profits and students in the latest fiscal year equals \$178,550.00. In addition, our dedicated volunteers contributed 4921 hours this year through CICR and CMO.

Our continuous participation through various presentations, panels and events enforce CICR's role as a leader in the field of national and international conflict resolution and peace-building. Presentations were made on CICR's work, unique community-based approach and successful interventions to the United Nations Head Quarters in New York, to Global Affairs Canada, and at the *All-Party Parliamentary Group for the Prevention of Genocide and other Crimes against Humanity*. We continued our partnerships with the Ottawa Peace Festival with a Concert for Hope, Healing, Peace and Reconciliation event that focused on supporting missing and murdered indigenous women and participated with workshops at various conferences such as the *Humanizing Healthcare International Conference*, and *International Conference for Restorative Justice*.

CICR's unique partnership with the Cree Nation Government, under the leadership of Mr. Donald Nicholls, completed its sixth year resulting in graduating 19 more Cree participants in March 2017. In Atlantic Canada, while unfortunately, our partnership with the University of New Brunswick ended due to insufficient numbers, a new partnership with the Atlantic School of Theology (AST) in Halifax was launched with very promising prospects to come.

The Deep-Rooted Conflict Seminar continues to be offered, and a new seminar titled Circle Foundation-Level I was launched, which received positive feedback to continue offering it into 2018. Refreshing the contents of our TPN1 manual is nearing completion and is expected to be launched early 2018, thanks to the collaborative process between the Program Development Committee and our valuable trainers. To extend our reach abroad, the TPN1, TPN2 and TPN3 manuals were translated into Spanish. In addition, the process of certifying new trainers with diverse backgrounds continues to enable a wider and efficient delivery in Canada and abroad.

With respect to interventions, there has been a reduction in the contracts received due to changes in the government system and rise of competition. Nonetheless, all our standing offers with the federal government departments offering coaching, mediation, facilitation and workplace assessment services were renewed at very affordable prices. More work with unions and the refugee board was also secured. Expanding our services to more not-for-profits and the private sector is also being explored.

Internationally, successful training programs were completed in Mali, Afghanistan, a second mission in the Central African Republic and further trainings in the Dominican Republic. The Mali and Afghanistan projects were implemented in collaboration with the Danish Demining Group, and the second mission in Central African Republic project, was in collaboration with the United Nations mission MINUSCA. A Memorandum of Understanding was signed with Pontificia Universidad Católica Madre y Maestra (PUCMM) in the Dominican Republic, which enforced our collaboration to build capacity in its Conflict Resolution

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, 2017

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.

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.



Chair and Executive Director Report

Report from the Chair and the Executive Director

We are delighted to share exciting developments that took place with the Canadian Institute for Conflict Resolution over this past year. Working on the priorities of CICR's strategic plan enabled us to expand on our leadership in the conflict resolution field and offer more trainings to respond effectively and efficiently to the changing needs in Canada and abroad. We not only achieved more success stories, enforced our partnership with universities and indigenous communities, offered community dialogues and subsidized training to support the integration of refugees, but also shared more of our expertise through various panels and presentations at the United Nations, Global Affairs Canada, the Parliament and international conferences.

At the board level, a main accomplishment was development of a 5-year strategic plan with establishment of annual priorities. The designation "Honored Fellows" which had been dormant for some years was also revived with the addition of five trainers. The board's committees continue to be active in the areas of Program Development (with renewal of TPN-1), Nominations and Awards, and Member Services, with room for further growth. 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 both in a governance capacity as well as in volunteering for operational activities. Over the course of the year we lost two directors and one other is standing for re-election. We look forward to the new recruits that will be elected at the AGM.

With regards to the training, after breaking the record with 43 Ottawa graduates in 2016 (in addition to 20 who had graduated through our partnership with the University of New Brunswick and University of Sherbrooke), this year we have 52 Ottawa graduates, each with his/her transformation story. With the increased recognition of the TPN program, our participants continue to come from various government departments, professional fields, community leaderships and international conflict zones. Many students, not for profits and scholarship recipients were able to complete their training due to the subsidies that are offered. Our longstanding partnership with Saint Paul University that recognizes our 160-hour TPN program as equivalent to 3 undergraduate course credits continues to draw many undergraduate and graduate students to complete the TPN and pursue an internship.