



VOLUNTEER
BÉNÉVOLES
CANADA

Volunteer Canada

Annual Report

2
0
2
2



Contents

- 01** Territory Acknowledgment
- 02** About Us
- 03** Message from Board Chair
- 04** Message from President & CEO
- 05** Appreciation and Recognition
- 06** Our Work
 - 07 Generating Learning
 - 09 Building Belonging
 - 10 Creating Connections
 - 12 Amplifying Our Voice
- 13** Our People
- 15** Funders And Supporters
- 16** 2022 Summarized Financial Statements



Territory Acknowledgment

Volunteer Canada acknowledges that our networks and operations sit on the unceded territories of many diverse nations—First Nations, Inuit and Metis Peoples—from coast to coast to coast. We acknowledge that our ability to live, work, and volunteer on this land is a result of the historical oppression of lands, cultures, and First Peoples in what we now know as Canada.

Volunteer Canada acknowledges that our physical head office is located on Anishinabewaki ᐱᐩᐩᐩᐩᐩᐩᐩᐩ and Omàmiwininiwag (Algonquin) territory, along the banks of the Ottawa River, and we recognize the role the Algonquin Peoples play as traditional waterkeepers and defenders of the river, its tributaries, and this land.

We heed the calls to reconciliation and recognize the potential that volunteering and service hold in contributing to healing. We commit ourselves to the ongoing work of decolonization and to building better relations with our Indigenous partners.



With this acknowledgement, Volunteer Canada commits to continuing our journey of learning about and understanding the history and consequences of colonization and racism that have so negatively impacted our Indigenous neighbours, friends, community partners, and clients. We commit to continuing to take steps to help build a healthy, respectful, and welcoming environment where everyone belongs.



About Us

Since 1977, Volunteer Canada has collaborated closely with volunteer centres, businesses, non-profit organizations, charities, government departments, and educational institutions to promote and broaden volunteering. Our programs, research, training, resources, and national initiatives provide leadership on issues and trends in Canada's volunteer landscape. We are a national voice for volunteerism in Canada and work collaboratively to strengthen the fabric of volunteerism from coast to coast to coast.

OUR VALUES

- > Reciprocal Engagement
- > Excellence with Integrity
- > Accountability for Impact
- > Equity, Diversity, and Inclusion
- > Shared and Inclusive Leadership

VISION

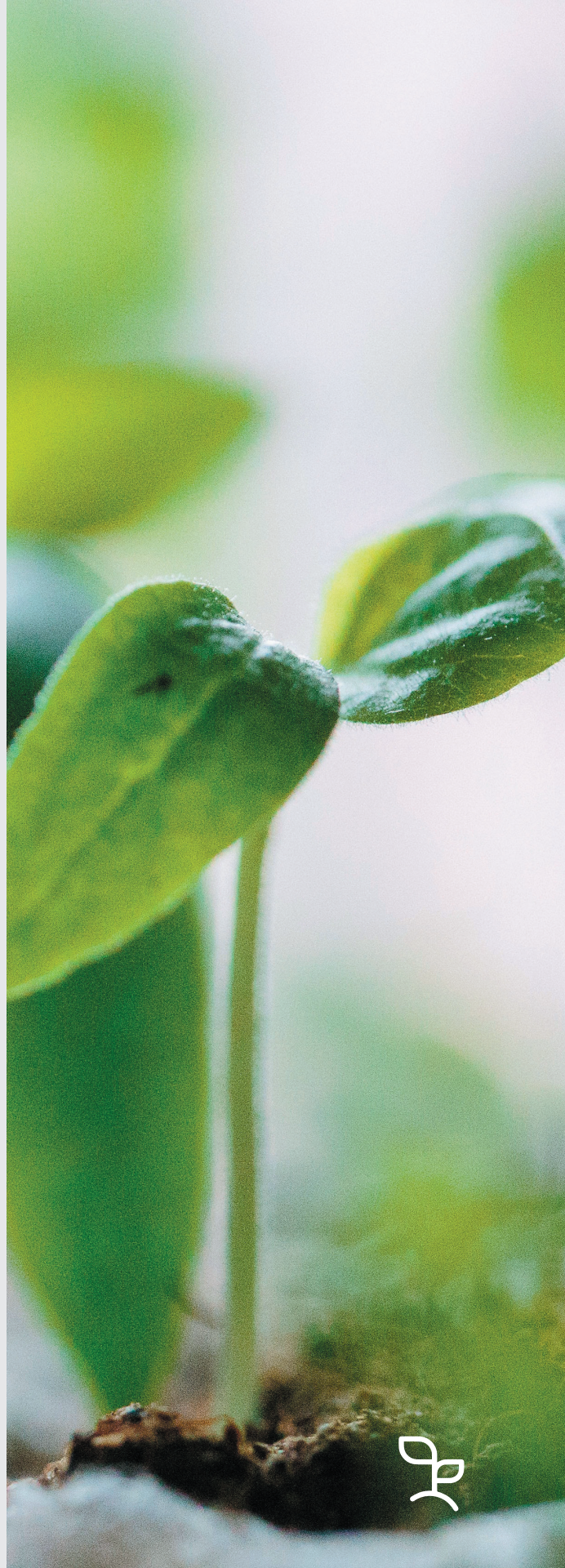
Involved Canadians build strong and connected communities to create a vibrant Canada.

MISSION

Volunteer Canada provides national leadership and expertise on volunteerism to increase the participation, quality, and diversity of volunteer experiences.

ULTIMATE IMPACT

Increased participation, quality, and diversity of volunteering to build strong and connected communities.





Message from the Board Chair

From coast to coast to coast, we each live, work, and volunteer on traditional territories. To our First Nations, Inuit, and Metis leaders, neighbours, and fellow volunteers, Volunteer Canada offers acknowledgement, respect, and gratitude.

Volunteer Canada's work rises from foundations laid by generations of Indigenous peoples. The traditional ways of knowing strengthened and sheltered communities, long before newcomers introduced the word volunteer and we shared our settler's vision for volunteerism.

Like so many other community-serving groups, Volunteer Canada is on a journey to better understand and more fully activate our allyship and commitment to inclusion, truth and reconciliation, and decolonization. It is not easy to admit that after decades of working with equity-seeking individuals and groups, our sector still shelters dominant culture beliefs, including the myth that volunteering is universally welcoming and available to everyone.

The staff, volunteers, and board members of Volunteer Canada have intentionally asked and answered difficult questions this year, including what we can do to make volunteering more equitable and inclusive. It is the continuation of a journey that favours possibility, collaboration, and change.

In 2021/22, Volunteer Canada's board members and staff team also embraced organizational change. We welcomed our wonderful



new President and CEO, Dr. Megan Conway, and celebrated the legacy of our dear friends and former leaders, Paula Speevak and Jane Hennig. This immense transition required the dedication and commitment of board and staff members, who in uncertain times hold on to a valued practice: when we work together with care and competency, we build trust and new opportunities.

As the Board Chair, and on behalf of the board of directors, I offer appreciation and recognition to all the members of Volunteer Canada, to Dr. Conway, to the staff team, and to the dedicated volunteers who make a difference every day. I also wish to thank our funders, donors, and champions for investing in Volunteer Canada and volunteerism.

There are challenges and changes ahead that will reshape how the volunteer-led sector thinks, works, and engages. Yet, in spite of all the difficulties of living and working in a COVID world, volunteers remain resilient, creative, responsive, and reflective. Volunteers remain our greatest asset and our greatest possibility.

With respect and gratitude,

A handwritten signature in black ink, reading "Lisa Mort-Putland". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

LISA MORT-PUTLAND, C.V.A

Volunteer Canada, Board Chair





Message from the President & CEO

As summer comes to a close and the first signs of fall start to make their appearance, I am reminded that change is often the only constant in our lives. So, in my first message as President and CEO of Volunteer Canada, change—renewals, transitions, and the ebbs and flows of daily life—feels like an apt theme to reflect on our work over the past year.

Personally, I reflect on my first few months with this dynamic and welcoming organization as a period of considerable change. I am grateful for the leadership and wisdom provided by Paula Speevak. Paula has created a strong foundation for the organization, and her commitment to volunteerism and to leading with authenticity has been especially clear as I begin my tenure with Volunteer Canada. Throughout this transition, the board and staff have provided exceptional leadership and guidance. I recognize the departure of Jane Hennig, who was such a long-serving board member, and also Karen Link, who contributed her insights and gifts during her time on the board.

I'm also very mindful of the changes that we collectively continue to navigate to support and strengthen volunteerism across the country. The last year has brought with it ongoing challenges and opportunities in response to the pandemic's enduring effects. We've focused our efforts over the last year on bolstering our commitment to supporting programs and services that strengthen the vibrancy and dynamism of volunteering across our organizations and communities.

Our commitment to strengthening Canada's voluntary infrastructure is evident through initiatives like our volunteer re-engagement research,

as well as through our ongoing work in areas such as diversity, equity, and inclusion, capacity building, and supporting a national voice on volunteerism, as well as through activities generating greater knowledge and learning. When I look at the work we've produced, I'm most proud of some of the contributions made to advance important conversations on inclusion and belonging. This work reflects an important starting point to shift not only discourse but action toward a stronger recentring on diverse voices and perspectives.

As we support our over 1,100 members from coast to coast to coast, I am proud of the work that these organizations lead to support and strengthen volunteerism in their communities through, what feels like, ongoing and ever-present change. Indeed, it is through our small collective efforts that we can build more connected and inclusive visions of the future.

What am I most excited about? I'm excited about the prospect of systems change in how volunteering and individual volunteers create impacts beyond themselves. And I'm excited about how Volunteer Canada can begin to play bigger systems change roles in rethinking volunteering and the supports that underpin it in this country.

Ultimately, while change can and does bring challenges, it can also bring opportunities and growth. This is particularly true when we face that change from a place built on a solid foundation—one of support, respect, resilience, and teamwork. I am excited and optimistic about the work we have ahead of us. Leading Canada's National Volunteering Action Strategy and generating important evidence and research to advance our planning and broader advocacy are some of the important work on the horizon, and I'm hopeful for how we can collaboratively and creatively lead together toward such a future.

With appreciation,



Megan Conway

President and CEO, Volunteer Canada



Appreciation and Recognition

To the more than 150 local volunteer centres—thank you for the leadership and expertise on volunteer engagement you provide. It is deeply appreciated.

To our members—thank you for your continued work to strengthen volunteering as individuals, organizations, or networks.

To the board and our volunteers—thank you for your leadership and service to volunteering.

To members of working groups and committees—thank you for the ways you’ve advanced volunteering through your collective efforts and focus.

To our staff team—thank you for your creativity, focus, and commitment to advancing volunteerism and civic engagement.

To our funders and supporters—thank you for your support and commitment to our work and for your collaboration and energy in building our shared vision for volunteerism.



Our Work

Volunteer Canada's leadership and expertise on volunteer engagement and participation focuses on the following core goals:

1. BE A LEADER IN DATA-DRIVEN KNOWLEDGE AND THE IMPACTS OF VOLUNTEERISM

- a. Knowledge about volunteer engagement: Volunteer Canada identifies, generates, and mobilizes knowledge about volunteer engagement through research, tools and resources, learning activities, speaking engagements, and public dialogues on volunteering and volunteer engagement.
- b. Standards of practice: Volunteer Canada works in collaboration with stakeholders to develop, revise, and promote standards of practice in volunteer engagement, adaptable and scalable to organizations of different sizes, mandates, populations served, and geographies.

2. BE A NATIONAL VOICE ON VOLUNTEERISM AND PARTICIPATION

- a. National Volunteer Week: Volunteer Canada takes the lead on National Volunteer Week each year, designing and promoting the theme. The goals of the campaign are to thank and recognize Canada's volunteers and raise the profile of volunteering in Canada.



3. BUILD A RADICALLY INCLUSIVE MOVEMENT ON VOLUNTEERISM AND PARTICIPATION

- a. Connect, convene, and collaborate across all sectors, communities, and individuals to strengthen volunteering in Canada.
- b. Volunteer Centre Network: Volunteer Canada works with the network of volunteer centres and provincial associations.
- c. Corporate citizenship: Volunteer Canada works with businesses and other workplaces to support and promote corporate community engagement.
- d. Membership: Volunteer Canada has a membership of approximately 1,100 not-for-profit organizations, charities, government departments, individuals, and workplaces. Members receive special services and benefits.



Generating Learning



30 Learning Events

RE-ENGAGING VOLUNTEERS DURING THE PANDEMIC

During the pandemic, many non-profit organizations had to rethink how they engaged, or re-engaged, their volunteers and recruited new ones. As part of Volunteer Canada's commitment to learn more about volunteerism, we've focused much of our energy this past year on volunteer re-engagement. Through this process, three community organizations were paired with a volunteer centre in their community with the goal of better understanding how best to support volunteer re-engagement in diverse communities. Breanna Cave, **West Island Citizen Advocacy**, said her partnership with Melissa Dickerman, **Volunteer West Island**, came at the perfect time. With a new strategic plan, the partnership gave her the opportunity to *"put together a lot of important groundwork to increase and re-engage our recruitment."* Melissa also shared her centre's volunteer recruitment plan for Breanna to use as a starting point to develop her own. In addition, Volunteer Canada built a community of practice as part of this project that was a place for *"people to share ideas and obtain new resources,"* Breanna said.





SHINING A LIGHT ON INTERGENERATIONAL VOLUNTEERING

To support the growth and development of the volunteer infrastructure in Canada, one of our priorities was to gain a better understanding of intergenerational volunteering. To this end, Volunteer Canada created an inventory of resources related to intergenerational volunteering to promote existing programs and provide inspiration to anyone who is looking to explore this exciting volunteer sphere. While many intergenerational programs develop organically in their communities—whether through schools, community centres, universities, or seniors' centres—there is a desire among those working in the area for a pan-Canadian network, where they could share best practices and help each other develop programs that are based on both research and experience. And there are already many successful intergenerational volunteer programs, like **GrandPals** and **Cyber-Seniors**, that can provide inspiration. These programs foster connections—that often remain long after the program has ended—reduce isolation, bridge the digital divide, and help improve educational outcomes for the younger participants and cognitive outcomes for the older ones.

BUILDING CAPACITY IN THE COMMUNITY HOUSING SECTOR

Fostering connections to encourage knowledge sharing and collaboration is central to building a strong and resilient network of volunteers across the country. Through its skills-based Business Advisory pilot program, Volunteer Canada connects an individual working in community housing with a small group of expert corporate volunteers to discuss a business-specific issue. For Laurie Macintyre, Jaycees Brantford Non-Profit Housing Corp's Property Manager who had just embarked on a major new build, this meant being able to tap into expert advice and best practices related to project management. The knowledge she gained in the two-hour session was *"something we never would have been able to afford otherwise,"* Laurie said, and it allowed her to have a better idea of what she might expect as her project unfolds. And, after the session, the enthusiastic corporate volunteers were a phone call away when Laurie reached out with an issue she needed to troubleshoot. Laurie would *"100% recommend"* it to others working in her sector.



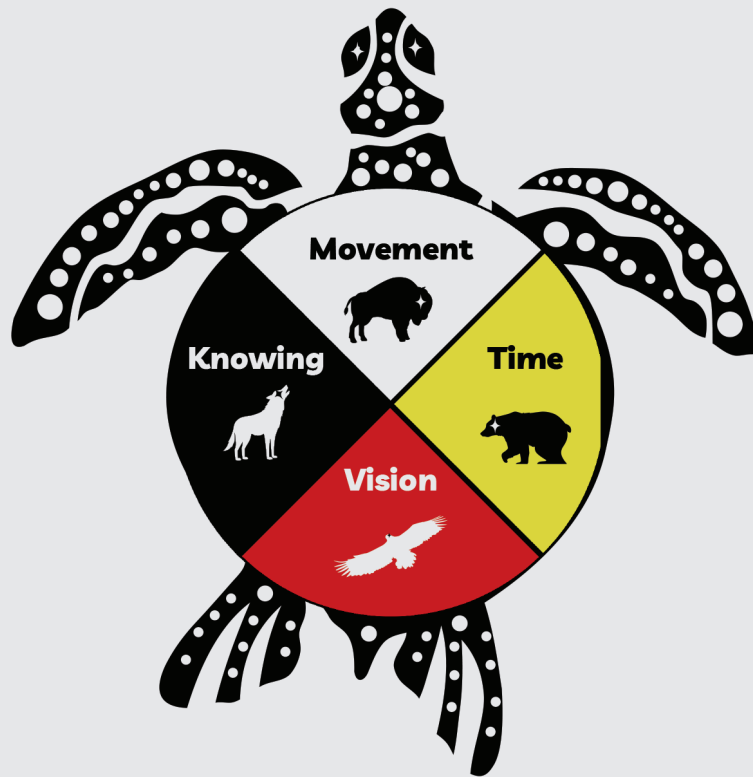
Building Belonging

ENHANCING DIVERSITY, EQUITY, AND INCLUSION (DEI) IN CORPORATE COMMUNITY ENGAGEMENT

The Volunteer Canada-led Inclusion and Belonging Working Group created a Conversation Guide to help companies recognize blind spots and opportunities in their corporate community engagement initiatives to promote DEI, both in their organization and in their community as a whole. Susan Byrom, Executive Director of Community Investment and **First West Foundation** at First West Credit Union, piloted the Guide with her organization. Susan shared, *“We were able to see ourselves in the tool and get a better understanding of where we are on the continuum of learning. As we worked through the Guide together, we had some challenging conversations about what we were doing well, where there were opportunities to do more and do better, and how we might be more authentic in our relationships.”*



The 10 members of the Inclusion and Belonging Working Group worked with Volunteer Canada to create a vision for corporate–community programs that deepens inclusion and belonging. Working Group members were also part of the Corporate Community Engagement Council.



WALKING THE PATH TOWARD TRUTH AND RECONCILIATION

Over a two-year period, the **Volunteer Centre Council** Truth and Reconciliation Working Group—led by Volunteer Canada—came together to develop a tool that the non-profit and charitable sector could use to support their individual journeys toward Truth and Reconciliation. Supported and guided by an Indigenous Elder, the working group became a safe space for group members—each at a different place in their journey of understanding—to ask questions and learn. Jackie Hunt, from Volunteer Manitoba, said she *“was grateful to go into this process with a better foundational understanding and a chance to learn in a safe space.”* The tool that the group developed provides guidance and links to additional resources in a variety of areas related to Indigenous Peoples in Canada and the important work of reconciliation. It can be used by volunteer centres as they strive to hire and support Indigenous staff in a culturally safe workplace and support Indigenous clients and visitors in a welcoming and safe environment. The tool can *“add on to the work that other volunteer centres are already doing or be used as a solid starting point,”* Jackie said.



Creating connections



1,166 Members
in every province and territory

NON-PROFIT ORGANIZATION MEMBERSHIP

Volunteer Canada supports organizations that work with volunteers. A Volunteer Canada membership demonstrates the value your organization places on volunteerism.

VOLUNTEER CENTRE MEMBERSHIP

Volunteer Centres foster and develop volunteerism in their community as a whole. Volunteer Centres engage in four general kinds of activities:

- Promoting volunteerism
- Building capacity for effective local volunteering
- Providing leadership on issues relating to volunteerism
- Connecting people with opportunities to serve

INDIVIDUAL MEMBERSHIP

Individuals can join Volunteer Canada to support our work and to stay up to date with issues and resources related to volunteer engagement.

CORPORATE COMMUNITY ENGAGEMENT COUNCIL MEMBERSHIP



Volunteer Canada's Corporate Community Engagement Council (CCEC) is comprised of Canadian companies committed to advancing the practice of corporate volunteering, giving, learning, and other civic activities in order to create stronger communities, growth for employees, and a skilled empathetic workforce for companies.

Going beyond volunteering to look at corporate community engagement more broadly, this leadership group brings together a diverse and talented group of practitioners from Council companies to:

- Learn together in a supportive peer environment
- Benefit from Volunteer Canada's experience and consultation services
- Generate and promote thought leadership on corporate community engagement practices
- Support Volunteer Canada's mission

EMPLOYER MEMBERSHIP

A Volunteer Canada employer membership ensures your organization has access to best practices and mentorship to maximize benefits to your company, employees, and the community.



CORPORATE CONSULTING AND PROGRAM DEVELOPMENT SERVICES

Volunteer Canada provides strategic counsel and program development to help companies build and anchor an effective corporate community engagement program.



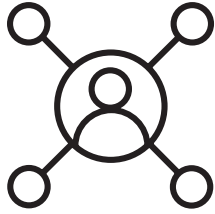
Corporate Group Volunteering

13 Activities

440 Volunteers Engaged

PROVIDING A SAFE SPACE FOR OUR MEMBERSHIP

Volunteer Canada remains committed to providing national leadership and support for its members to help them continue to thrive in an ever-changing world. **Muscular Dystrophy Canada** has been a member of Volunteer Canada for over 15 years. They were initially drawn by the national network of volunteer-involving organizations; and they have remained a member to share ideas and access adaptable resources and National Volunteer Week support. During the pandemic, Volunteer Canada implemented monthly members-only calls, and, because they were so popular, these calls have continued. For Karri Trowell, Volunteer Engagement Coordinator, and Jeff Sparks, Director, Volunteer Engagement and Human Resources, these calls have provided a platform to share challenges and concerns and to celebrate successes with like-minded organizations from across the country. These calls have become a safe space where members can share and problem solve as a group and where they can receive support and learnings from other like-minded organizations.



Network Connections

- 12** Monthly Member Calls
- 5** Volunteer Centre Council Calls
- 14** Centreville Calls (Volunteer Centre Network)

*Volunteer Canada began to hold monthly members-only calls in response to the pandemic, but calls have continued due to their success and interest from members.



Amplifying our voice



HELPING ORGANIZATIONS RECOGNIZE AND THANK THEIR VOLUNTEERS

Volunteer Canada's resources and national initiatives help its members thank the individuals who make a difference in communities across the country.

Frog Hollow Neighbourhood House provides social services to its community in Vancouver, BC, empowering residents to improve the community together. Like many non-profits, volunteers are essential to helping it deliver programs and services. Volunteers become the faces of the organization—building trust with clients—and their kindness has an impact in the community. That is why it is so important to thank volunteers during National Volunteer Week. Eva Aboud, Community Outreach & Food Security Coordinator, and Ancel Zhu, Communications & Fundraising Coordinator, have always been inspired by their volunteers' stories. Volunteer Canada's National Volunteer Week Toolkit allowed them to highlight their incredible volunteers and tell their stories. This not only shows appreciation for volunteers, but also highlights the different ways that others can get involved with the organization and raises awareness for the work that it is doing.

Newsletter Connections



Blog
Subscribers

3000



Published Blogs
10 VC / 8 GUEST

18



Newsletter
Subscribers

11,635



Website
Visits

306,073



SUPPORTING THE GROWTH AND DEVELOPMENT OF VOLUNTEER INFRASTRUCTURE

Helping its members build capacity, both in their centres and in the organizations and communities they serve, is central to Volunteer Canada's commitment to building Canada's volunteer landscape. **Kings Volunteer Resource Centre (KVRC)**, located in the Annapolis Valley, is the only volunteer centre in Nova Scotia. It is a small rural centre that provides a big impact in the province. As a well-respected centre, it is also responsible for managing the provincial volunteer linking platform, VolunteerNS.ca. As the centre's only staff person, Karrie-Ann Wilkie, KVRC Coordinator, turns to Volunteer Canada to help build capacity. Having access to Volunteer Canada's leadership, resources, and webinars, as well as the Volunteer Centre Council meetings, allows her to have more time to focus on serving her centre's stakeholders. Karrie-Ann has great trust in the quality of materials that Volunteer Canada is producing, whether it's during National Volunteer Week, the Canadian Code for Volunteer Involvement or the new Volunteer Centre Truth and Reconciliation tool. Karrie-Anne says that *"the easy-to-access resources save her time."*

Social Media Connections



28,167



14,555



1,474



8,660



Our People 21/22

OUR BOARD

Lisa Mort-Putland
Chair

Jane Hennig
Past Chair *

Jackie Hunt
Vice Chair

Kirk Muise
Treasurer

Jonathan Wade
Secretary

Michel Alexandre Cauchon
Member-at-Large

Rachel Dick
Member-at-Large

Karen Link
Member-at-Large *

Don McRae
Member-at-Large

Lawrie Portigal
Member-at-Large

Penelope Rowe
Member-at-Large

Anna Tran
Member-at-Large

**Left or completed term*

COMMITTEES

Finance and Audit Committee

Jennifer Penney

Melanie Platt

Frank Séguin

Kirk Muise

Lisa Mort-Putland

Volunteer Centre Council Co-Chairs

Marie Eveline, Volunteer Ottawa *

Carine Strong, Ontario Volunteer Centre Network (OVCN)**

Annette Vautour, Volunteer Centre of Southeastern New Brunswick Inc.

**Outgoing September 2021*

***Incoming September 2021*

Volunteer Centre Council Truth & Reconciliation Working Group

Dianne Boston-Nyp, Volunteer Waterloo Region

Jackie Hunt, Volunteer Manitoba

Carol Tyler [Anishinaabekwe Nookomis N'dodem Ajijaak], PIN Network Guelph

Mary Catherine Williams, Volunteer Campbell River

Natasha Wilson, PIN Network Guelph

Annette Vautour, Volunteer Centre of Southeastern New Brunswick Inc.

Volunteer Centre Council

Sustainability Working Group

Kim Cusimano, PIN Network Guelph

Marie Eveline, Volunteer Ottawa

Joanne McKiernan, Volunteer Toronto

Melody Santiago, Volunteer Alberta

Carine Strong, Ontario Volunteer Centre Network (OVCN)

Diversity, Equity, and Inclusion Advisors

Mary Catherine Williams, Volunteer Campbell River

Fimba Tankoano, Todiba

Corporate Community Engagement Council Co-Chairs

Brooke Cromar, Randstad Canada

Rachel Dick, Coast Capital Savings

Gina Jordan, Enbridge

Inclusion and Belonging Corporate Working Group

Susan Byrom, First West Credit Union

Brooke Cromar, Randstad Canada

Gina Jordan, Enbridge

Kate Minson, HSBC

Dr. Dominique Riviere, Fictive Kin Equity Lab

Alicia Rose, TD Bank Group

Shelley Walushka, CIBC

Jeannie White, Symcor



OUR STAFF

Martha Aynalem

Chief Financial Officer

Dr. Megan Conway

President and CEO

Monja De Luca

Coordinator, Membership

Elizabeth Dove

Director, Corporate Citizenship

Marisa Gelfusa

Project Manager

Maddie Kingston

Manager, Corporate Citizenship

Alyson Olsheski

Manager, Membership and Communications

Deborah Pike

Director, Stakeholder Engagement and Knowledge Mobilization

Paula Speevak

President and CEO *

Alison Stevens

Specialist, Volunteer Centres and Volunteer Engagement

**Left or completed term*



Funders and Supporters

ANONYMOUS

Meridian™

 **ENBRIDGE**
Life Takes Energy®

CIBC 

 **STARBUCKS**®

 CMHC  SCHL

canada  **life**™

FIRSTWEST
CREDIT UNION



Employment and
Social Development Canada

Emploi et
Développement social Canada



REPORT OF THE INDEPENDENT AUDITOR ON THE

2022 Summarized Financial Statements

To the Members of
VOLUNTEER CANADA

Opinion

The accompanying summarized financial statements, which comprise the summarized statement of financial position as at March 31, 2022 and the summarized statement of operations for the year then ended and the related note, are derived from the complete audited financial statements of Volunteer Canada for the year ended March 31, 2022. We expressed an unmodified audit opinion on those financial statements in our audit report dated August 26, 2022.

In our opinion, the summarized financial statements derived from the complete audited financial statements of Volunteer Canada for the year ended March 31, 2022 are a fair summary of those financial statements, on the basis described in the note to the summarized financial statements and the auditor's report thereon.

Summary Financial Statements

The summarized financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summarized financial statements, therefore, is not a substitute for reading the complete audited financial statements of Volunteer Canada.

Management's Responsibility for the Summarized Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summarized financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."



Chartered Professional Accountants
Licensed Public Accountants
Ottawa, Ontario | August 26, 2022.

Welch LLP - Chartered Professional Accountants
123 Slater Street, 3rd floor, Ottawa, ON K1P 5H2
T: 613 236 9191 F: 613 236 8258 W: welchllp.com
An Independent Member of BKR International

VOLUNTEER CANADA
SUMMARIZED STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2022

	2022	2021
	\$	\$
ASSETS		
Total current assets	993,761	955,901
Tangible capital assets	306	871
Total assets	994,067	956,772
CURRENT LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	106,507	102,610
Deferred revenue and contributions	640,191	624,615
Net assets	247,369	229,547
Total liabilities and net assets	994,067	956,772

SUMMARIZED STATEMENT OF OPERATIONS
YEAR ENDED MARCH 31, 2022

	2022	2021
	\$	\$
REVENUE		
Corporate funding	252,603	361,596
Government funding	248,988	203,336
Memberships	375,704	328,181
Sector partners	199,646	45,626
Other	57,421	99,529
Total revenue	1,134,362	1,038,268
EXPENSES		
Salaries and benefits	610,893	703,309
Consulting and contracts	368,783	143,453
Other	136,864	168,962
Total expenses	1,116,540	1,015,724
EXCESS OF REVENUE OVER EXPENSES	17,822	22,544

1. SUMMARIZED FINANCIAL STATEMENTS

The summarized financial statements are derived from the organization's complete audited financial statements. The complete audited financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and members can obtain a copy of the complete audited financial statements by contacting the organization.

In Canada, there are currently no generally recognized criteria for preparing summarized financial statements and in these circumstances, management is required to establish the criteria to apply.

The organization's management has applied the following criteria in preparing these summarized financial statements:

- The financial statements have been identified as summarized financial statements and their summarized nature has been adequately disclosed.
- The note to the summarized financial statements adequately describes where the complete audited financial statements can be obtained.
- The summarized financial statements are in agreement with the related information in the complete audited financial statements.
- The summarized financial statements contain sufficient information and are at an appropriate level of aggregation so as not to be misleading.

