

# Recycling bikes up North. Transforming lives down South.

Cyclo Nord-Sud

8717, 8<sup>e</sup> Avenue  
Montreal QC H1Z 2X4

Tel : 514 - 843 - 0077  
1-888 - 843 - 0077

Email : [info@cyclonordsud.org](mailto:info@cyclonordsud.org)  
Web site : [www.cyclonordsud.org](http://www.cyclonordsud.org)



# 2014



## Staff

**Claude Beauséjour**  
Community Engagement and  
Operations Coordinator

**Béatrice Calmel**  
Marketing, Volunteers and Events  
Coordinator (July to October)

**Amélie Cantin**  
Administrative Coordinator

**Gerardo Frankengerger**  
Southern Partners and  
Operations Coordinator

**Christine Gauvin**  
Transportation and  
Operations Coordinator

**Lucie Poulin**  
Communications Coordinator

**Glenn Rubenstein**  
Development Coordinator

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Development Agent  
Association du Québec  
pour l'intégration sociale

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Ecology Counselor  
Collège Montmorency

**Réjean Bellemare**  
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**François Durand** – Treasurer  
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Nature-Action Québec

**John Fleming** – President  
Communication Consultant Excalibur Strategies;  
Guide, Vélo Québec

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Project Management  
Sustainable development

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**Caroline Guay** (from Septembre 2014)  
Marketing Consultant

**Nicole Lépine**  
Retiree and director

**Justin K. Loumana** (until November 2014)  
Project Management  
Canadian Liver Foundation

**Jean Lecompte** – Vice-President  
Owner  
Dumoulin Bicyclettes

**Shanty Méthot-Richer**  
Flight Attendant  
Jazz, Air Canada



## Founder

Claire Morissette was Quebec's most ardent cycling activist ever. She co-coordinated Le Monde à Bicyclette with Robert Silverman for 25 years from the '70s to the '90s, fighting for the rights of cyclists in Montreal. Always ahead of her time, she helped launch Montreal's car sharing organization Communauto, founded Cyclo Nord-Sud and published the velorutinary essay Deux roues, un avenir.

## Vision

Cyclo Nord-Sud will be a recognized leader in Québec for the recovery of bicycles and international cooperation projects.

## Mission

Cyclo Nord-Sud collects unused bicycles in the North and sends them South as development tools for disadvantaged communities.

## Values

**Social justice:** Promote and support greater equality. Specifically, give women in the South the means and the bikes to help reduce inequalities between the sexes and promote community development.

**Autonomy:** Give bikes and skills to individuals and collectivities to help them shape their communities future and improve their quality of life.

**Citizen and collective engagement:** Mobilize citizens and communities to use bikes and other means having a positive impact on society as a whole, from a social and environmental perspectives.

**Sustainable mobility:** Respond to community needs without detriment to future generations. Encourage bike use (active transportation) combined with other sustainable means of transportation. Act while respecting environmental, human and economic resources.

**Solidarity and cooperation:** Base our humanitarian approach on shared efforts and collaboration towards a common goal, in our interventions in communities in the Global South and in our organisational culture, which seeks to be participative, collaborative and convivial.

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# Chair's message

Why did I go to the Cyclo Nord-Sud warehouse to write this message? Simply to get inspired by the raw essentials of our business.

I'm first attracted to the photos covering the wall beside me: dozens of proud smiling volunteers and the containers they've loaded with bikes for the South. More often than not, the fruit of their labours leaves the warehouse within 24 hours to be received by a partner organisation in the South some weeks later.

My visual tour continues. My eyes wander to the right, where I see signs like "Bike Drive" leaning against the wall, ready to be placed at a collection point on the street, announcing a Spring bike drive. I also see parts, tires, inner tubes and a poster announcing "15 years of bike solidarity: 50,762 bicycles, 734 collections, 18 countries". Further along on the wall, the national flags of our partners provide visual relief, unusual in a warehouse setting.

Smiling at my innovative writing technique, with laptop on my knees for notetaking, and rolling office chair as a substitute for my bike, my feet propel me around the warehouse. I avoid running into Yves, a dedicated volunteer and bike mechanic who is just arriving. For Yves, every old bike, no matter what its condition, has the potential to provide parts or be completely restored for use in the South. He settles in behind the workbench, where tools, mostly donated by bike shops, are neatly arranged.

Through the large windows in the dividing wall, Yves sees the office and kitchen space where the team is at work: Amélie, Christine, Gerardo, Claude, Glenn, Lucie and our intern, Guillaume. Bursts of laughter and silent concentration alternate.

I continue my rolling tour. Piled high in front of me, in rows, are mountain bikes, hybrids, old 10-speeds and several sizes of childrens' bikes - over 400 in all. They await the year's first container shipment, under a Cyclo Nord-Sud banner. Just beside them, there's evidence our organisation knows how to celebrate hard work: strands of lights, a disco ball, speakers and a beer fridge just waiting for the next important or spontaneous celebration.

But all is not as idyllic as my tour might have you think! Our dream of changing lives in the South with bicycles is risky. Who will donate the next bike? Where will it go and how can we guarantee our supporters that our supply system is completely trustworthy. While operating on a shoestring, what is our fallback position when, for example, a government subsidy is reduced or cut, plunging us into a cashflow crisis?



How can the Board of Directors be expected to approve annual budgets based on uncertain items such as the forecast for bicycle donations next year?

To reflect on these and other issues, it is helpful to get back into the warehouse, surrounded by the bikes. Shouldn't we always rethink the way we do things, even 15 years and 50,000 bikes after our founding? At the heart of the things we examine must be increased self-financing for less dependency on subsidies, implementing a structure able to absorb the departure of a colleague while recruiting a replacement, and volunteer management taking into account expectations, talents and interests, and our needs. The quality of life of our team relies on great volunteers who want to share the load. Likewise for the quality of relations with our partners in the South.

All these questions represent the challenges we face year after year! Our value system and strategic direction give us the framework to remodel the way we do things. And, as often as is necessary, we will return to the warehouse where everything takes on fundamental meaning, to reflect or get our hands dirty.

I thank the members of the Board for their commitment and participation, and hundreds of volunteers for increasingly managing the bike drives, office work, warehousing and loading containers. Thanks also to our members who by their contributions increase Cyclo Nord-Sud's revenue, and thus, the sustainability of the organization.

John Fleming  
Chair, Board of Directors

# Coordinators' Message



It is not uncommon for a team member to refer to our founder, the late Claire Morissette, in good times or bad, as if we look to her for guidance. What would Claire do in our shoes? As a visionary, stubborn individual, she knew how to meet her goals, turn dreams into reality and share her passion.

Claire's presence was definitely felt in 2014. If only she could have been with us to celebrate Cyclo Nord-Sud's 15th birthday on October 18. We held a highly successful evening fundraiser at the Parc Lafontaine restaurant.

Everything and everyone coalesced at the event. Once again, we wish to express our gratitude to donors, partners, sponsors, volunteers, guests, and to Hugo Dubé, actor, speaker and spokesperson for the event organized so well by Béatrice Calmel.

Financially, we met and exceeded our goal, raising \$16,000. A tribute was paid to Claire by her sister, who reminded us of the beginnings of the organization and its evolution to the present, experiencing setbacks from time to time, but all in all... a precious legacy. Perhaps certain lessons from the past will pave the way to the future.

Moreover, we reviewed and adjusted our vision, for clarity and inspiration. This also meant taking stock of what we do and reviewing our objectives to get maximum results from our efforts.

The 2014-2016 strategic plan shows the way and we are determined to adhere to it in the years to come despite the current situation. Indeed, although it was a rewarding year for those whose contributions helped to strengthen Cyclo Nord-Sud, we are constantly aware of our own precarity in this era of austerity where from one year to the next, major funding can be cut, despite many years of consistent partnering.

These actions, difficult to understand and accept, move us backwards - morally, ethically, environmentally and internationally, generating stress and instability within the organisation. As a result, Cyclo Nord-Sud has been forced to reevaluate priorities and delay certain planned improvements.

	2014	2013
Permanent employees	6	6
Members as of December 31	835	966
Budget	417 102	389 592
Self-financing	42%	36%
Grants	17%	21%
Philanthropy	41%	43%

## Highlights (North)

## 15 years and 50,000 bikes!

Autumn 2014 was rich in emotions and symbols for CycloNord-Sud: we celebrated 15 years of activism and the shipment to the South of our 50,000<sup>th</sup> bicycle.

On October 18, a benefit event was held at L'Espace La Fontaine in Montreal - bringing together 150 participants: founders, partners, volunteers and members, as well as personalities like H  l  ne Laverdi  re, New Democratic Party Member of Parliament, and opposition spokesperson for international development, and Olympic Park President Michel Labrecque.



Over \$16,000 was raised during the evening, a tribute to the founder of our organization, Claire Morissette.

A month later, on November 23, actor and speaker Hugo Dubé worked with some 20 volunteers to load 419 bikes into a container destined for the Congregation of the Holy Cross in Haiti.

Among these bikes was the 50 000<sup>th</sup>, now belonging to Phaïka, a young Haitian whose enormous gratitude was worth at least a thousand words!

## A pool of bikes and new collaborations

In 2014, Cyclo Nord-Sud made available a pool of bikes to be used by Montreal not-for-profits as needed. Early beneficiaries of the program included Les Auberges du cœur de Montréal (15 bikes), Maison Haïti (20 bikes) and HIPPPY-Québec (15 bikes). Cyclo Nord-Sud will continue to offer this service in 2015 as it continues to focus on strengthening relations with the community sector.

## Profits doubled at Recyclo North-South

The 4<sup>th</sup> edition of this bike and bike parts sale and exchange event benefiting Cyclo Nord-Sud was a great success! Some 225 enthusiasts attended, and the event has become a must for anyone looking for quality parts and bikes. Profits in 2014 were twice those of 2013.

## CNS and social media

Efforts put in place in 2013 to increase our visibility in the social media paid off in 2014. Our Facebook page had 2,275 fans on December 31, consisting of 52 per cent men and 48 per cent women, with a large majority in the 25-34 age bracket. The tool has allowed us to reach a younger audience, which will no doubt boost our supporter base over the medium and long term.

## Digital gifts: a good start

The launch of a digital donation platform on the Web site is off to a good start, raising \$3,381 in two months (November-December). We think it has a promising future.

## Our message hits home

The Cyclo Nord-Sud educational kit has once again this year helped disseminate CNS's ideas on sustainable development and women's rights. Using the kit were speakers from the SEBIQ (Société des écoles du monde du BI du Québec et de la francophonie) and AQPERE (Association québécoise pour la promotion de l'éducation relative à l'environnement).

Cyclo Nord-Sud was also present at other venues, promoting its mission, including the Bike Show, the MEC Festi-Vélo, Vanier College, Glam-bition, Journées québécoises de la solidarité internationale (JQSI).

## Here we recycle!

Cyclo Nord-Sud received Level 2 certification, awarded by Recyc-Québec, in recognition of our efforts to promote sound management of residual content - reduce, reuse and recycle - and our many advocacy activities.

## More drop off points, more giving!

To promote bicycle donations, we developed new drop off points so our donors can give us their bikes all year long. Established partnerships with bike drops across Quebec facilitate the process of establishing bike shops. Already ten shops in the Montreal region and beyond are now on board.

## Solidarity trips

Cyclo Nord-Sud is partnering with HorizonCosmopolite to offer a completely new concept for cultural immersion, community involvement and cycling in Nicaragua.

Learning Spanish, cultural exchange and community action give everyone a chance to take part in their own way. Participants volunteer with our Southern partners and CNS receives 25 per cent of profits.

# Bike drives



The top four bike drives in 2014: Boucherville (113 bikes);  
Drummondville (102 bikes); Oka (95 bikes) and Sainte-Foy (90 bikes)

## Bike Drives 2014

56	bike drives
43%	at schools
68%	retention rate for organizers

For 15 years, bike drives have proven to be the most effective way for CNS to obtain unused bikes. Organizers are among our most valuable and committed volunteers. Despite the initial challenge of finding and recruiting them, 68 per cent return to stage yet another drive.

Putting on this activity is open to all. Our organizers come from different backgrounds, environments or clubs; some are community activists and others work in the schools. The latter represent almost half (24/56) and are especially qualified to use our teaching tool - *Un monde à vélo* - which introduces young people to the social issues CNS addresses.

In 2014, 56 bike drives were held across Quebec attracting 2,476 bikes. In addition, 501 bikes were donated by collectors, 314 coming from our drop-off points and 226 were brought to the CNS warehouse.

Over the summer, we were fortunate to have a student helper paid for by Services Canada through the summer employment program. He successfully completed his assignment to introduce CNS's mission to educators in Québec. This assistance was greatly appreciated and we hope to attract another candidate for Summer 2015.

We would also like to thank Cogeco, our media sponsor, for its important contributions to our bike drives in 2014

## IN 2014, 314 BIKES WERE COLLECTED BY THE FOLLOWING PARTNERS:

Montreal (Quartier Villieray)	Dumoulin Bicycles
Montreal (Quartier Saint-Henri)	Cycle Néron
Montreal (quartier Rosemont)	Vélo Intemporel
Laval	Oberson Sports
Brossard	Oberson Sports
Trois-Rivières	Aux pignons libres
Saint-Basile-le-Grand	Cycles Performance
Granby	Cycles St-Onge
Sainte-Angèle-de-Monnoir	Family Dury-Leclerc

## New collection techniques

Our ongoing quest to reinvent how we do things has led us to diversify the ways we collect bikes. Examples? Self-managed bike drives (three in 2014) and collaborations with other organizations or regional municipalities which gather bikes, resulting in 201 bikes.

Furthermore, in addition to bike drives held on specific dates, the establishment of permanent drop off points is well underway. Increasingly, people dispose of their old bikes and upgrade to new ones. In 2014, ten bike shops in and beyond the Montreal region decided to join our cause.

Through the “Here we recycle” program (see page 5), bike shops can show their commitment to promoting responsible waste management by recycling old bikes. We plan to expand our cooperation with other bike shops throughout Quebec in the future.

## 2014

3 881	total bikes collected
2 476	bikes from collection drives
314	bikes received at drop-off
865	bikes received from collectors
226	bikes received at our warehouse and other
3 504	bikes shipped
12	bikes provided to aidworkers

# Bike drives

A bike drive is a festive event where every volunteer can help in a concrete way. It's also a great way to raise awareness for the environment and international solidarity activities, encouraging citizens from various communities to work towards a more equitable future.

Regions	Municipalities	Organizers
Bas-Saint-Laurent	La Pocatière	Citizens of La Pocatière and Kamouraska**
Centre-du-Québec	Bécancour Drummondville  Plessisville	Student parlement of Beauséjour School** Jeanne-Mance High School and the Association des retraité(e)s de l'éducation et des autres services publics du Québec (AREQ 04-E) Comité Jeunesse sans frontières**
Chaudière-Appalaches	Lévis, Charny Saint-Romuald Sainte-Marie-de-Beauce	Sylvie Lafontaine and Duclos de Procycle Charny's family** Sylvie Lafontaine and friends Centre de formation des bâtisseurs**
Côte-Nord	Sept-Îles	Corporation de protection de l'environnement de Sept-Îles
Estrie	Lac-Mégantic Sherbrooke	AREQ and group of peer-helpers of the polyvalente Montignac Centre de réadaptation Estrie
Lanaudière	Repentigny Saint-Donat Terrebonne	Groupe Enjoliwert College Sacré-Cœur, municipality of Saint-Donat and Familiprix Comité vert of Marie-Soleil-Tougas School
Laurentides	Oka Prévost Rosemère Saint-Antoine Sainte-Agathe-des-Monts	Oka High School Comité de la Gare** Place Rosemère and Sports Experts** Ecole de l'Horizon Soleil** Sainte-Agathe-des-Monts Comité consultatif sur l'environnement
Laval	Laval Laval, Vimont	Collège Montmorency's Comité Équilibre and the staff The students of Terry Fox School
Mauricie	Grand-Mère Notre-Dame-du-Mont-Carmel Trois-Rivières	Le Projet intégrateur 5 <sup>e</sup> secondaire** Local Action Jeunes** Comité de Solidarité Trois-Rivières and Séminaire Saint-Joseph
Montréal	Beloeil/Mont-Saint-Hilaire Boucherville Brossard Brossard Chambly Farnham Granby La Prairie Longueuil Longueuil Mercier Saint-Hubert Saint-Hyacinthe Saint-Lazare Salaberry-de-Valleyfield Sorel-Tracy Varennes	Maison des jeunes des Quatre-fenêtres Environnement Nature Boucherville Lucille-Teasdale International School** Boutique Oberson** Lynne St-Jean** Programme d'éducation internationale de l'école Jean-Jacques-Bertrand (P.E.I.)* L'Envolée and Joseph-Hermas-Leclerc High Schools (P.E.I.)* Maison des jeunes l'Adrenaline de La Prairie Jacques-Rousseau High School (P.E.I.)* Corps et âme en mouvement School Voyage Vasco (Univers du voyage) The students of secondary 3 of André-Laurendeau School Saint-Hyacinthe's Vélo Club Dupuy family Edgar-Hébert School The citizens of Sorel-Tracy and the Sauvagine bicycle network Le Comité vert at Le Carrefour School
Montréal	Montréal, Mile-End Montréal, Notre-Dame-de-Grâce Pointe-Claire Sainte-Anne-de-Bellevue	YMCA du Parc Members of la Coop la Maison Verte and Notre-Dame-de-Grâce residents YMCA Ouest-de-l'île Coopérative du Grand Orme**
Outaouais	Aylmer Gatineau, Hull	Grande-Rivière High School École primaire internationale du Mont-Bleu**
Quebec	Donnacona L'Ancienne-Lorette Quebec, Charlesbourg Quebec, Saint-Roch Quebec, Sainte-Foy Quebec, Sillery Saint-Raymond-de-Portneuf	Les Avertis! Pierre Gratton and la polyvalente de l'Ancienne-Lorette** Patro Charlesbourg** Catherine Benoit Comité Action Planète, Rochebelle High School The student of Collège Jésus-Marie de Sillery (P.E.I.)* Lions Club of Saint-Raymond
Saguenay-Lac-Saint-Jean	Alma Saguenay, Chicoutimi	Rotary Club of Alma** Rotary Club of Chicoutimi
Ontario	Ottawa	Conseil des écoles catholiques du Centre-Est

\* P.E.I. : International Education Program

\*\* New bike drive organizers

# Partners (South) and container shipments

The year 2014 was marked by the shipment of Cyclo Nord-Sud’s 50,000<sup>th</sup> bike to its Haitian partner. The bike’s very proud owner is Belony Angella Phaïka, a student at the Institution Jean-Paul II in Ouanaminthe. The success of our fundraising campaign for the Developing World Partnership Fund, which will strengthen our bike projects in Latin America and Africa, was also a major highlight of 2014.

## The 50,000<sup>th</sup> bike goes to Haiti

Cyclo Nord-Sud’s 50,000<sup>th</sup> bike was loaded onto a container on November 23rd and shipped to the Institution Jean-Paul II in Ouanaminthe, a school that has participated enthusiastically in our Haitian project *École à vélo* (Bike to School). This initiative encourages and supports students and teaching personnel at educational establishments in the north of Haiti by providing them with bikes for transportation so they no longer need to walk so many kilometers each day.

The famous bike’s recipient is a 15 year-old energetic student who is already doing radio broadcasts and wants to become a writer. With her bike, she saves a lot of time getting to and from school. Her story is available on our website: [cyclonordsud.org/en/testimonies](http://cyclonordsud.org/en/testimonies).

Belony serves as a good example for other young Haitian women. In fact, one of the main goals of the “Bike to School” project is to encourage the use of bikes, particularly by women, for their own mobility, work purposes, greater independence, health and income-earning potential.



It’s the work of one hundred or so volunteers annually that permits Cyclo Nord-Sud to ship its containers filled with bikes to its partner organizations. In 2014, we sent 3,504 bikes as well as large quantities of bike parts and tools to supply the bike maintenance and repair workshops managed by the organizations presented on the following pages...

## Bike projects in the South

The “Bike to School” project also has a training component that has already seen two cohorts of eight young people receive training in bike maintenance and welding. Other projects include a training component: our partner in El Salvador, CESTA (Salvadorian Centre for Appropriate Technology), has long offered young people the chance to develop their bike maintenance and repair skills, while our new bike project in Togo, in partnership with Echo de la Jeunesse, trained 13 young people in 2014, of which nine were women. In each case, the sales of bikes at below market prices by Cyclo Nord-Sud’s partners helps finance training programs.

Other partners use bike sales to pursue other projects in health or education. In Nicaragua, ANNV subsidizes school and workplace integration programs for disabled children and adults. Bike projects restarting or in development in several countries in Africa and Latin America will help other deprived sectors in the various communities receiving the bikes. Also, quite a few requests for obtaining bikes and launching new bike projects were received by Cyclo Nord-Sud.

### Container Destinations and Special Shipments

Haïti	3
Nicaragua	2
Salvador	2
Togo	1

## Developing World Partnership Fund

Conceived in 2013, the Fund's goal is to strengthen our partners' African and Latin American bike projects and encourage new initiatives. The Fund is the result of a new policy requiring Cyclo Nord-Sud to advance maritime shipping fees for the containers sent to its partners. Cyclo Nord-Sud thus decided to establish a revolving fund for payment of shipping fees.

Moreover, the Fund has the following objectives:

- Cover the administrative expenses associated with each container shipment, these costs having been formerly billed to our partners;
- Finance bike maintenance and repair training; coaching activities for the mechanics who repair the bikes, in order to ensure quality repairs;
- Buy tools and better supply the bike maintenance and repair workshops established by our partners as part of bike projects;
- Allow Cyclo Nord-Sud to organize more evaluation and follow-up visits to its African and Latin American partners and take advantage of this increased presence to visit other potential partners and assess their ability to create new bike projects.

The fundraising campaign to capitalize the Developing World Partnership Fund began with the recruitment of two major challenge gifts. Messrs. Hurley and Lamothe asked Cyclo Nord-Sud to raise a minimum of \$10,000 for the Fund from amongst its supporters. If the organization succeeded in doing so, they would double this amount by transferring their matching donations.

The campaign exceeded all of its targets. Taking into account Mr. Hurley's and Mr. Lamothe's donations, a total of \$23,500 was

raised from 75 generous souls in 2014. Quite a few of the donations represented the largest gifts ever made by the donors in question.

These donations helped Cyclo Nord-Sud cover the administrative expenses for all eight containers shipped South in 2014, hence saving our partners \$8,000.

Cyclo Nord-Sud was also able to subsidize the shipment of two containers to Haiti (the maritime transportation fees to that country being exceptionally high) and furnish tool kits for each of the mini bike repair workshops at the schools participating in the "Bike to School" project.

Finally, the revolving fund portion of the Developing World Partnership Fund enabled Cyclo Nord-Sud to advance funds for the shipment of several 2014 containers. A portion of the amount remaining in the Fund at the end of the year was reserved for financing the evaluation and follow-up visits planned for West Africa (Togo and Ghana) in January 2015 and for Haiti in February.

The generous response of the Cyclo Nord-Sud community to the campaign showed that together, we can achieve ambitious goals improving, on the one hand, outcomes on the ground and, on the other, the organizational capacity to fund the work producing those outcomes.

More to follow in 2015!



# Partners (South) and container shipments

## Pace-setting Projects

Our pace-setting projects promote empowerment and sustainable development. In 2014, 3,504 bikes were shipped in eight containers to four different countries in the South.

# Nicaragua



## In 2014

2 containers

864 bikes shipped

Total of 7, 730 bikes since 2008

### Asociación Nicaragüense de No Videntes (ANNV)

**Estelí, (third largest city in Nicaragua)** – The ANNV is one of the only organizations in the country advocating the integration of the visually-impaired.

The income generated by the sales of affordable Cyclo Nord-Sud bikes allows the funding of programs for the disabled whose goal is to enable visually-impaired kids and adults to access the school system and the job market, respectively. Often, children spend several months at the ANNV School, where they learn Braille before being accepted at a regular school.

In general, the ANNV assists the visually impaired and other disabled Nicaraguans to assert their rights, in order to promote handicapped accessibility and ensure they obtain health services, education and employment.

Our partner has developed agreements with several cigar facto-

ries in the region. Several hundred workers can now obtain bikes at affordable prices by means of microcredit programs and thus save the money they spent on public transportation every day. In front of the factories, the bike parking facilities are filled with bikes from the North that attest to effectiveness of our solidarity.

### Project with HorizonCosmopolite: Bicycle touring and community involvement program in Nicaragua.

Cyclo Nord-Sud is proud to join with HorizonCosmopolite to offer two new cultural immersion, community engagement and bicycle touring trips to Nicaragua. The bikes will be purchased on-site at the ANNV and used by trip participants during their visit before being given to residents of the disadvantaged communities where participants will have worked as volunteers.

The project thus offers two ways to help in one!

# Haiti

## In 2014

3 containers

1,331 bikes shipped

Total of 6,506 bikes and  
37 sewing machines  
since 2006



## Carrefour d'entraide et des retrouvailles du Cap-Haïtien (CENTRECH)

**Limbé, Ouanaminthe** – The collaboration between Cyclo Nord-Sud and the Carrefour d'entraide et des retrouvailles du Cap-Haïtien (CENTRECH) continues to grow and to diversify. In 2014, three containers left port for the Cap-Haitian region; our bikes were then delivered to four different localities. One of the containers was reserved for Caracol, where bike sales contributed to the renovation of a health centre. In Fort-Liberté and Terrier-Rouge, where each locality received some 200 bikes, it was mostly students and teaching personnel who would benefit, in order to travel more efficiently to and from school.

In Limbé, the “School of Bikes” project offers a training program in bike maintenance and repair as well as in welding that restores hope for young Haitians. Two women joined the training program during the session. A third cohort of six students started the course in 2014.

In Ouanaminthe, the Institution Jean-Paul II received its second shipment of 200 bikes as part of the “Bike to School” project. The project is the result of a partnership with the Carrefour d'entraide et des retrouvailles du Cap-Haïtien (CENTRECH), the social economy enterprise CycloChrome, the Congregation of Holy Cross (Haiti province) and the Institution Jean-Paul II (Ouanaminthe). The goal is to establish a model of collaboration between the bike maintenance and repair school and workshop on the one hand, and educational institutions in the North of Haiti on the other. This collaboration will allow various bike parks to be established at the schools in order to

respond to the transportation needs of students and teachers.

The Institution Jean-Paul II works in collaboration with Cyclo Nord-Sud and CENTRECH to promote the use of bikes by the students. With the “Mon vélo et moi” (“My bike and me”) contest, we challenged young Haitians to write us a text on the bicycle theme. Three Ouanaminthe students won the honours. As a reward, we will give them... bikes! Two members of the Cyclo Nord-Sud team are expected to visit the Haiti project in February 2015 in order to evaluate its impact.



In November 2014, thanks to the involvement of thousands of generous Quebecers over the past 15 years, Cyclo Nord-Sud sends its 50,000th bike to Ouanaminthe, Haiti.

# Togo

## In 2014

1 container

461 bikes shipped

Total of 876 bikes since 2013

### Écho de la Jeunesse

**Sanguera** — Écho de la Jeunesse's mission is to promote comprehensive community development for the benefit of deprived children and vulnerable populations. In education, the organization focuses on literacy and professional training programs – like those in bike maintenance and repair – that contribute to local development and improve the living conditions of underprivileged youth and their families.

In January 2014, Écho de la Jeunesse brought lasting change to the daily routines of hundreds of impoverished families: the very first container, including Cyclo Nord-Sud's 45,000th bicycle, arrived in Togo.

Of the 415 bikes that were sent in this first shipment, half were freely distributed to groups of rural women and, in the schools, to underprivileged girls and boys. These bikes respond to the transportation needs of those who often have to travel long distances to get to school, to go sell agricultural products at the market or to access health services.

The other half of the bikes, affordably priced, sold like wildfire. The income generated by the sales was used, amongst other things, to finance the training program and coordination of the project.

In September 2014, Cyclo Nord-Sud loaded a second container with 461 bikes for Écho de la Jeunesse. While the first shipment enabled our partner to establish the bike project, the second sought to reinforce it. This second container, to be received in February 2015, will permit a second cohort to be trained in bike maintenance and repair. Of the 13 participants, nine will be women.

A site visit is expected to take place in 2015 to evaluate project outcomes to date, congratulate the project's initiators and encourage the graduates of the training program to continue their efforts to access the job market.

The reception of a second container in February 2015 will permit a second cohort of 13 apprentices, of whom nine are women, to be trained in bike maintenance and repair.



# Salvador

**In 2014**

2 containers

848 bikes shipped

Total of 7,066 bikes since 2008

## CESTA – Amigos de la Tierra

**San Marcos** — For a seventh year, Cyclo Nord-Sud pursues its partnership with the environmental organization CESTA – Amigos de la Tierra, whose goal is educate Salvadorians about the environment and thereby encourage sustainable development.

Amongst the initiatives launched by CESTA is the ECOBICI educational workshop, which seeks to address the rural population's mobility problems by promoting alternative transportation and in particular, the bicycle.

Each year, about 30 trainees between the ages of 12 and 20, hailing from poor neighbourhoods in San Salvador, receive free training in bike maintenance and repair. CESTA pays for the transportation costs and meals for the young people, who disassemble and reassemble the various types of bikes in order to develop a deep understanding of bike mechanics and thus increase their chances of obtaining employment.

After the course, graduates can even create their own small businesses to generate income.

Since the founding of the ECOBICI project, a total of 720 young people have been trained in 45 classes that lasted from two to three months. Another 800 youngsters took two-week courses in a variety of communities.

Each bike sent by Cyclo Nord-Sud represents a lot more than simply an alternative means of transportation. It is also a way of heightening awareness, as CESTA works in partnership with many schools, youth centres, and municipal and government agencies, in order to organize bike tours. Thanks to these efforts, over 300 youth from San Marcos recently paraded through the heart of downtown San Salvador on their bikes.

CESTA supports people that use bikes as a way of getting to work – bakers, farmers – by providing parts at a low price or by fixing bikes without charging for the spare parts.

Bike donations have also been made to schools, community groups and churches, which usually organize contests in order to obtain resources for various environmental or social activities.



# 2015 ACTION PLAN

2014 was a year full of excitement: not only did we celebrate Cyclo Nord-Sud's 15<sup>th</sup> anniversary, but we also passed a new milestone when we shipped our 50,000<sup>th</sup> bike to our southern partners.

It was also a year in which, like most nonprofits, the organization faced major financial constraints. We therefore undertook to review the 2014–2016 strategic plan so as to better reflect the new situation of heightened austerity, while remaining faithful to the spirit that guided us in developing the plan.

We are seizing the opportunity to adjust our long-term business model so as to maximize the capacity of our human and financial resources to support our aspirations. This action plan emerges out of decisions made in conjunction with the adoption of the 2015 budget

and the workteam reorganization plan by the board of directors. These decisions in turn were inspired not only by the 2014–2016 plan and the need to act in response to austerity measures, but also by the success of certain initiatives undertaken in 2014.

These initiatives include the capitalization of the Developing World Partnership Fund thanks to the generosity of members of our community, as well as the mobilization of the community to ask the Québec government to renew its support for the mission of Cyclo Nord-Sud.

As a result, some aspects of the plan involve moderate growth, as anticipated in the strategic plan; others are based on more cautious expectations and calculations.

## Orientation 1

### Consolidate and Develop Southern Partnerships

---

#### 1.1 Review all communication tools and practices with southern partners

- Finalize planned revisions to the following documents: partnership selection policy, candidate's guide, partnership agreements (standard and tripartite);
- Publicize the availability of the revised tools to potential partners;
- Evaluate the revised tools: impact on quality of partnership request, communication with potential partners, etc.

#### 1.2 Structure the evaluation and follow-up process for projects in the South

- Implement and publicize the evaluation and follow-up process: comparison of outcomes of bike projects in the South; process for site visits; "guide to site visits" document.
- Organize two missions to follow-up and evaluate our projects in the developing world for late 2015 or 2016;
- Designate a team member responsible for internships, and further one or more alliances with international cooperation organizations (ICO) for sharing of expertise and for recruitment and training of interns.

#### 1.3 Establish new partnerships, some of them tripartite

- Develop or consolidate partnerships with six NGOs in the South, including two involving a third partner from North America, while rekindling dormant partnerships, supporting promising applications, and doing follow-up with southern NGOs referred to us.
- Pursue bilateral efforts and those undertaken under the auspices of the Association québécoise des organismes de coopération internationale (AQOCI) with a view to transforming development projects that are ongoing or at the design stage into collaborative projects involving Cyclo Nord-Sud, a northern ICO, and a southern partner.
- As applicable, redefine the targets set out in the 2014–2016 strategic plan.

## Orientation 2

### Diversify Means for Collecting Bikes

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#### 2.1 Optimize the existing bike collection system

- Pursue collaboration with a media company (Cogeco);
- Develop partnerships to increase the number and improve the quality of bikes shipped to southern partners.
- Create a partnership with a bike manufacturer or distributor who will provide gifts to build organizer loyalty, so as to keep the drive organizer retention rate at 80% or higher.
- Promote semi-autonomous bike drives (in which Cyclo Nord-Sud transports the bikes to Montreal) and autonomous drives, as well as the use of the educational kit.
- Collect 3,800 bikes and find sponsors for bikes donated without monetary contribution.
- Redefine the targets set in the 2014–2016 strategic plan for number of bikes collected.

#### 2.2 Implement accessible drop-off points for the regions

- Produce promotional material and broadcast and place ads, as per the project funded by the CDÉC Centre-Nord, so as to convince businesses to become drop-off points and the public to bring their bikes to these points.
- Meet with the owners and managers of interested businesses to assess the possibility of their businesses becoming drop-off points.
- Develop some 15 new drop-off points, at least five of them outside of Montreal and Québec City, and create an effective system for pickup of the bikes dropped off.

#### 2.3 Develop bike-related collaborations with institutions and other organizations

- Build ties with municipalities and éco-centres for bike donations.
- Launch a campaign to persuade institutions or businesses to participate in the bike sponsorship program for bikes collected from municipalities and éco-centres.

## Orientation 3

### Reinforce the Membership and Volunteer Base

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#### **3.1 Build volunteer loyalty and maximize volunteer contributions**

- Further empower bike drive organizers by offering them the opportunity to conduct autonomous or semi-autonomous drives and assisting them with this process, which will also involve revision of the bike drive organization guide.
- Build volunteers' loyalty by sending them our newsletters and bulletins and by celebrating their contributions in these communication tools, as well as on our Facebook page.
- Redefine the indicator, targets, and means set out in the strategic plan.

#### **3.2 Recruit new volunteers**

- Identify target groups and orient recruitment activities accordingly.
- Regularly publicize volunteer needs and do follow-up with interested people.
- Redefine the indicator, targets, and means set out in the strategic plan.

#### **3.3 Build member loyalty and maximize member contributions**

- Continue to promote major donations in the context of fund reinforcement (Developing World Partnership Fund, Claire Morissette Fund).
- Design and roll out strategies to increase the average member donation, encourage monthly donations, and deepen members' sense of belonging to the organization.
- Build members' loyalty by sending them newsletters at least three times a year; more generally, communicate with them more often and thank them for their donations more quickly.
- Redefine the means, and as applicable the targets, set out in the strategic plan.

#### **3.4 Recruit new members**

- Identify target groups to recruit members and orient appeals accordingly.
- Devise a plan to diversify appeal methods and messages.

## Orientation 4

### Optimize the Collective Management Structure

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#### **4.1 Take the steps necessary to improve the functioning of the comanagement structure**

- Test a new coordination system with two general divisions (operations and development/finance).
- Evaluate this system after the fall drive season.
- Produce an evaluation report as well as a research document identifying the strengths and weaknesses of the comanagement systems, including examples and recommendations, with a view to determining the comanagement system to be implemented in 2016.

#### **4.2 Revise compensation policies in support of the coordination system**

- Evaluate the existing compensation policy by comparing it with the policies of comparable organizations, with a view to producing one or more recommendations to be implemented for the year 2016.

## Orientation 6

### Improve Internal and External Communications

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#### **6.1 Adopt, deploy, and monitor a new and comprehensive communication plan**

- Finalize the communication plan after a final series of consultations, and adopt it with a view to putting it into practice.
- Redefine the targets set out in the strategic plan for 2016.

#### **6.2 Secure heightened visibility for Cyclo Nord-Sud building on the 15<sup>th</sup> anniversary and the milestone of 50,000 bikes shipped**

All the actions relating to this orientation were taken in 2014.

## Orientation 5

### Develop Funding Sources

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#### **5.1 Increase corporate financing**

- Write and submit sponsorship and donation applications to companies so as to renew their sponsorship or donor status; recruit new sponsors and donors.
- Produce an action plan to identify new companies to be approached as well as strategies for soliciting them, to include a recognition plan.
- Redefine the targets and means set out in the strategic plan.

#### **5.2 Increase financing from private and public foundations and other institutions**

- Write and submit donation applications in order to renew the support of private and public foundations, unions, and religious communities, and to increase their number as well as the financial resources generated by these sectors.
- Produce an action plan to identify new foundations to be approached along with strategies for soliciting them.
- Submit quality reports.

#### **5.3 Increase public-sector funding**

- Write and submit funding applications to renew existing grants and identify new ones.
- Continue to mobilize our supporters in an effort to ensure that the government grant supporting our mission is renewed.
- Produce an action plan to identify and prioritize potential grant sources; submit priority applications; regularly review newly announced calls for proposals.
- Submit quality reports.
- Redefine the indicators, targets, and means set out in the strategic plan.

# Thanks to our financial partners

Each year, our financial partners help us transform the lives of thousands of poor families in the Global South. On their behalf, Cyclo Nord-Sud thanks all these inspiring organizations, who understand the importance of international solidarity, the environment, and sustainable development.

## Government partners

*Canada*  
Service Canada  
Canada Summer Jobs

*Québec*  
Emploi-Québec  
Programme de subventions salariales

Ministère du Développement durable,  
de l'Environnement, de la Faune et des Parcs  
Programme de soutien à la mission  
des organismes nationaux (PSM-N)

Les Offices jeunesse internationaux du  
Québec

*Municipalities*  
City of Montreal  
Aide financière aux OBNL locataires

## MNAs and ministers

Yves Bolduc, MNA for Jean-Talon

Léo Bureau-Blouin, MNA for Laval-des-  
Rapides

Christian Dubé, MNA for Lévis

David Heurtel, Minister, Développement  
durable, Environnement et Lutte contre les  
changements climatiques

Geoffrey Kelley, MNA for Jacques-Cartier

Charlotte L'Écuyer, MNA for Pontiac

Manon Massé, MNA for Sainte-Marie–Saint-  
Jacques

Nicole Ménard, MNA for Laporte

Pierre Nantel, Member of Parliament for  
Longueuil-Pierre-Boucher

Massimo Pacetti, MNA for Saint-Léonard

Émilien Pelletier, MNA for Saint-Hyacinthe

Nathalie Roy, MNA for Montarville

Sébastien Schneeberger, MNA for  
Drummond-Bois-Francis

Christine St-Pierre, Minister, Relations  
internationales et Francophonie

## Nongovernmental partners

Abbaye de Saint-Benoît-du-Lac

Air Transat

Carrefour d'entraide et des retrouvailles du  
Cap-Haïtien (CENTRECH)

Chevaliers de Colomb de Boucherville

Club Lions de Saint-Raymond

Corporation de développement  
économique communautaire  
(CDÉC) Centre-Nord

Filles de Jésus

Fondation François Bourgeois

Fondation internationale Roncalli

Fondation Louise-Grenier

S.M. Blair Family Foundation

Saint-Jacques Vallée Y&R

Soeurs de Notre-Dame du Saint-Rosaire

Sœurs de Sainte-Anne du Québec

Sœurs de Saint-Joseph de Saint-Hyacinthe

Syndicat de l'enseignement  
du Haut-Richelieu

Syndicat des chargées et chargés de cours de  
l'Université du Québec à Rimouski

Syndicat des chargées et chargés de cours de  
l'Université Laval

Syndicat des professeures et professeurs du  
Collège Édouard-Montpetit

Syndicat des professionnelles et  
professionnels du gouvernement  
du Québec

Syndicat du Personnel technique et profes-  
sionnel de la SAQ

Zeller Family Foundation

## Sponsors

Arkel

Baratanga

Bionet+

Cacao Camino-La Siembra Coopérative

Cogeco, Cogeco Diffusion, TV Cogeco

Communauto

Damco

Déménagement Myette

Desjardins, Caisse d'économie solidaire

Dumoulin Bicyclettes

Environnement Nature Boucherville

Espace Go

Imprimerie Dalou

La Bicycletterie J.R.

Le Grand Cycle - L'Atelier

Mountain Equipment Co-op

Opus/Outdoor Gear Canada

Pignon sur roues

Première Moisson

Vélo Intemporel

Vélo Mag

Vélo Québec

**PAPILLON  
& ASSOCIÉS INC.**

SOCIÉTÉ DE COMPTABLES PROFESSIONNELS AGRIÉS

**ASSOCIÉS:**Pierre Papillon CPA, CA  
Luc Landivault CPA, CGA  
Chantal Campeau CPA, CGA**INDEPENDENT AUDITORS' REPORT**

To the administrator of

**SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (CYCLO NORD SUD)**

We have audited the accompanying financial statements of SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (CYCLO NORD SUD), which comprise the balance sheet as at December 31, 2014, and the statements of income, retained earnings 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 Canadian accounting standards for non-profit organization, 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 and fair presentation 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.

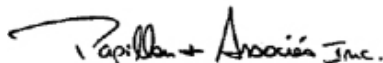
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

*Basis for Qualified Opinion*

Like many charitable organizations, the organization derives revenue from donations for which the completeness is not susceptible of satisfactory audit procedures. Accordingly, our audit of these revenues was limited to tracing the recorded revenues to bank deposits. Consequently, we were unable to determine whether any adjustments were necessary in respect to donations, excess of revenues over expenses, current assets and net assets.

*Opinion*

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (CYCLO NORD SUD) as at December 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for non-profit organization.

**PAPILLON & ASSOCIÉS INC.**

Chartered Professional Accountant company

# Financial Report

## Balance Sheet\*

as at 31 décembre, 2014

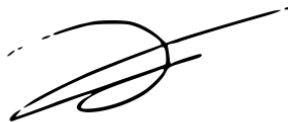
	2014	2013
<b>Assets</b>		
<b>• Short term</b>		
Cash	1 253 \$	3 257 \$
Term Deposit	19 776 \$	5 124 \$
Accounts receivable	43 379 \$	56 112 \$
Grants receivable	32 321 \$	2 070 \$
Prepaid expenses	1 288 \$	2 651 \$
<b>Subtotal</b>	<b>98 017 \$</b>	<b>69 214 \$</b>
<b>• Long-term</b>		
Cash - Claire Morissette reserve fund	-	239 \$
Term Deposit - Claire Morissette reserve fund	40 918 \$	28 365 \$
Security Deposit	3 500 \$	3 500 \$
<b>Subtotal</b>	<b>44 418 \$</b>	<b>32 104 \$</b>
<b>Total</b>	<b>142 435 \$</b>	<b>101 318 \$</b>
<b>Liabilities</b>		
<b>• Short term</b>		
Bank Loan	15 573 \$	-
Accounts Payable and Accrued Liabilities	28 496 \$	19 069 \$
Deferred Income	18 005 \$	26 660 \$
Deferred Contributions-Developing World Partnership Fund	8 797 \$	-
Current Portion of Long-Term Debt	5 150 \$	5 036 \$
<b>Subtotal</b>	<b>76 021 \$</b>	<b>50 765 \$</b>
<b>• Long-term Debt</b>		
	3 495 \$	8 645 \$
<b>Net Assets</b>		
Unrestricted Net Assets	22 001 \$	13 304 \$
Claire-Morissette Reserve Fund	40 918 \$	28 604 \$
<b>Subtotal</b>	<b>62 919 \$</b>	<b>41 908 \$</b>
<b>Total</b>	<b>142 435 \$</b>	<b>101 318 \$</b>
<b>In kind contributions in 2014</b>		
	<b>2014</b>	<b>2013</b>
In-Kind Contributions (bikes and parts)	196 108 \$	218 227 \$
In-Kind Contributions (volunteering)	39 410 \$	36 651 \$

Bikes and parts: According to the summary of official receipts as reported on the Registered Charity Information Return form (T3010).

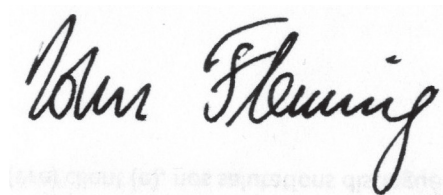
Volunteering: Value of volunteer work as reported on the Commission de santé et sécurité au travail (CSST) declaration form.



Jean Lecompte  
Administrator



John Fleming  
Administrator



\* Summary of Auditor's Report and financial statements produced by Papillon Dion & Associé

# Financial Report

## Statement of Revenues and Expenditures\*

for the financial year ended December 31, 2014	2014	2013
<b>Revenues</b>		
• Self-generated		
Revenues from Bike Collections	49 383 \$	57 559 \$
Sponsorships and Matching Gifts	14 300 \$	3 875 \$
Compensation for International Transportation	46 505 \$	32 456 \$
Product and Promotional Sales Income	63 559 \$	40 742 \$
Interest	335 \$	250 \$
Marketable Securities gain (loss)	(956 \$)	-
<b>Subtotal Self-generated</b>	<b>173 126 \$</b>	<b>134 882 \$</b>
• Fund-raising		
Membership Fees and Gifts	123 598 \$	126 551 \$
Foundation Contributions	42 725 \$	36 988 \$
Religious Community Contributions	3 000 \$	2 500 \$
Union and Business Contributions	2 975 \$	5 372 \$
<b>Subtotal Fund-raising</b>	<b>172 298 \$</b>	<b>171 411 \$</b>
• Government Grants		
Emploi-Québec	13 538 \$	18 784 \$
Intégration Jeunesse Québec	3 167 \$	-
City of Montreal	1 333 \$	1 344 \$
Services Canada	2 140 \$	-
Discretionary Funds	1 500 \$	1 500 \$
Ministère du Dév. durable, Environnement, Parcs (PSM-N)	40 000 \$	40 000 \$
Corporation de développement économique communautaire (CDEC)	10 000 \$	-
Ministère des Affaires Internationales - PQDI	-	21 671 \$
<b>Subtotal Government Grants</b>	<b>71 678 \$</b>	<b>83 299 \$</b>
<b>Total Revenues</b>	<b>417 102 \$</b>	<b>389 592 \$</b>
<b>Expenses</b>		
• Project: Public Engagement – Bikes for the South		
Salaries and Benefits: Logistics	115 760 \$	109 721 \$
Rent and Electricity	20 609 \$	22 124 \$
Collections, Tools and Warehouse	5 337 \$	4 201 \$
Tool Purchases for the South	3 073 \$	15 082 \$
Transportation in Canada	9 965 \$	6 793 \$
International Transportation	44 661 \$	36 182 \$
International Development	3 784 \$	14 908 \$
<b>Subtotal Public Engagement – Bikes for the South</b>	<b>203 189 \$</b>	<b>209 011 \$</b>
• Project: Public Education and Awareness		
Salaries and Benefits: Communications	82 167 \$	67 024 \$
Rent and Electricity	1 144 \$	1 206 \$
Publications, Design, Photos	17 229 \$	11 226 \$
Promotional Events	19 360 \$	8 481 \$
Merchandise for resale	8 350 \$	11 221 \$
Postage, Telecommunications, Transport, Material	10 118 \$	15 258 \$
<b>Subtotal Public Education and Awareness</b>	<b>138 368 \$</b>	<b>114 416 \$</b>
• Operations		
Salaries and Benefits: Coordination	35 481 \$	34 233 \$
Employee Training	98 \$	2 647 \$
Rent and Electricity	1 144 \$	1 206 \$
Insurance, Taxes and Permits	5 718 \$	7 146 \$
Public Representation and Democratic Functioning	2 500 \$	2 976 \$
Professional Fees	3 762 \$	1 935 \$
Uncollectable debt	812 \$	-
Vehicules, Equipment and Building Repair and Improvement	1 977 \$	6 318 \$
Bank Fees and Interest	2 832 \$	2 314 \$
Interest on Long-Term Debt	255 \$	367 \$
Interest on Short-Term Debt	1 366 \$	695 \$
Currency Exchange loss (gain)	(1 411 \$)	(534 \$)
<b>Subtotal Operations</b>	<b>54 534 \$</b>	<b>59 303 \$</b>
<b>Total Expenses</b>	<b>396 091 \$</b>	<b>382 730 \$</b>
<b>Surplus of revenues over expenses</b>	<b>21 011 \$</b>	<b>6 862 \$</b>

\* Summary of Auditor's Report and financial statements produced by Papillon Dion & Associé