

Recycling bikes up North. Transforming lives down South.

Cyclo Nord-Sud

8717, 8^e Avenue
Montréal QC H1Z 2X4

Tel : 514 843-0077
1 888 843-0077

Email : info@cyclonordsud.org
Web site : www.cyclonordsud.org





ANNUAL
REPORT
2015

A photograph of an elderly man with a grey beard and a dark, open shirt, standing next to a green bicycle. A large, yellow, weathered fuel tank is mounted on the bicycle's frame. The man is holding a small, silver, mechanical device, possibly a pump or a small engine, in his left hand. The background is a dry, arid landscape with sparse, brown, leafless trees and a clear blue sky. The ground is dry and dusty.

Table of contents

06 North

08 Bike drives

10 South

16 2016 Action plan

20 Financial partners

21 Financial report

Chair's message

Jean Lecompte Chair, Board of Directors



The year 2015 was filled with challenges. For various reasons, several staff members moved on and we wish them all the best. New hires came on board, demonstrating their willingness to be inspired by Cyclo Nord-Sud's values and strong determination to move the organization ahead with renewed team spirit.

2015 was also marked by ongoing government austerity policies having

real impact on our operations, testing our ability to adjust our financial structure and further diversify revenue sources.

In this context, we have proven ourselves to be strong, resilient and especially creative. And I can say without hesitation that we passed the test.

Any change brings opportunities. So we embraced this new situation and seized the moment to rethink the way we operate. Our restructuring began with the creation of the general coordinator position and the arrival of Charlotte Cordier. She is entrusted, among other things, with the management of the direction of Cyclo Nord-Sud and coordinating actions to achieve it.

Arriving in 2015, Aurore Lehmann, communications coordinator, actively contributes to the development of projects aimed at increasing our visibility among the general public, as with our current and future partners. In this regard, several development projects increase our presence in the field and within digital communication networks.

2016 will mark a turning point in the way we do things. The advent of our permanent network of bike drop points - in partnership with Quebec bike shops - already makes it possible to decrease collection time and improve our service. This year will be pivotal, since our efforts will focus mainly on multiplying drop points.

The support of our impressive volunteer base makes possible the attaining of our objectives and the unity we all share as we move ahead. And we hope to further develop our volunteer base in 2016, asking you to take a more extensive coordinating role and responsibility. This thrust is led by the coordinator- north. In the medium term, we intend to launch an interactive resource management platform on our new website.

This is just a glimpse at the challenges and actions we'll be addressing in 2016. There will be others, and we will be ready, because in 2015, and previously, we have demonstrated our resiliency and ability to adapt. In some organizations, adversity can lead to lower spirits, when in others it becomes a powerful incentive to finding solutions.

Charlotte Cordier General Coordinator

I arrived at Cyclo Nord-Sud in November 2015 and jumped at the chance to contribute to our dynamic organization and the wide variety of challenges we face.

The main challenge is following in the footsteps of a well-known cycling and feminist activist. All organizations evolve, but at the highest level, respect for its mission and values is essential.

My job is to perform a balancing act: sustain a clear vision from the past and be resolutely turned towards the future. I am fortunate in being well surrounded! I can count on the expertise and support of team members, the board and all the volunteers and sponsors that revolve around our nucleus.



Everything is possible in a nurturing environment like ours.

With this annual report, we close the

year 2015 full of ideas for 2016, as you will see in our action plan. It reflects our desire to strengthen existing partnerships, in addition to defining our ongoing thinking about what we do and how we communicate.

We want to convey here our obsession with ongoing improvement and renewal, in sync with the times. This translates into more bicycle drop points, partner diversification, more bike solidarity projects, and a greater presence in St. Michel, our host community.

In 2016, and from now on, Cyclo Nord-Sud recalls the thinking of founder Claire Morissette, promoting bikes for all, here and elsewhere.

Her spirit will increasingly inspire our communications which, in turn, will demonstrate the impact of our interventions. Read on !

Cyclo Nord-Sud 2015

3471 COLLECTED BIKES | 2953 BIKES SENT TO 5 COUNTRIES



872 members
3 815 volunteer hours
4 partnerships in the North
2 benefit event

Salvador: 857 bikes
Cuba : 398 bikes
Nicaragua : 449 bikes



Ghana : 391 bikes
Togo : 864 bikes

	2015	2014
PERMANENT EMPLOYEES	5	6
MEMBERS ON DECEMBER 31st	872	835
BUDGET	365 789	417 102
INDEPENDENT INCOME	45%	42%
GRANTS	12%	17%
PHILANTHROPY	43%	41%

TEAM

Claude Beauséjour
Community Engagement and
Operations Coordinator

Amélie Cantin
Administrative Coordinator

Gerardo Frankenger
Southern Partners and
Operations Coordinator

Christine Gauvin
Transportation and
Operations Coordinator

Lucie Poulin
Communications Coordinator

Aurore Lehmann
Communications Coordinator

Glenn Rubenstein
Development Coordinator

Charlotte Cordier
General coordinator



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.

BOARD OF DIRECTORS

Jean Lecompte – Président
Owner
Dumoulin Bicyclet

John Fleming
Communication consultant
Excalibur Stratégies;
Guide, Vélo Québec

Pierre Gratton
Retiree
Public service

Nicole Lépine – Secretary
Retiree and director

Ed Hudson
Cégep John Abott

Marie-Lys Turcotte
Community Development Coordinator
Société St-Vincent de Paul

Karen Messing
Retiree, Centre de recherche interdisciplinaire
sur la biologie, la santé, la société et l'environnement de l'Uqam

Alexandre Rousseau – Treasurer
Lawyer
Chambre de la sécurité financière

Frédéric Tremblay
Lawyer
Poudrier Bradet avocats

Claudine Vézina
Writer, proofreader and tutor



VISION

To be recognized in Quebec as a leader in bicycle recycling and reuse and in the realization of international cooperation projects.

MISSION

Cyclo Nord-Sud collects used bicycles up North and ships them to underprivileged communities down South where they serve as tools for promoting local development.

VALUES

Social justice; Autonomisation;
Citizen and Collective Engagement;
Sustainable Development; Solidarity
and Cooperation



North

Activities and community engagement

CyclArt market and CycloShow

Both benefit events (in May and December 2015) attracted the enthusiasm of our core supporters in combination with the general public. All came to party and take advantage of the opportunity to discover arts and crafts centred on the world of cycling. With a total of 500 visitors, both events generated \$8,635.00 in profits, mostly from sales of road bikes unsuitable for the South. Once again, the extraordinary strengths and commitment of our volunteers made it happen





Quebec City in high gear

In 2015, the Quebec Committee's volunteer team once again turned in a solid performance with 1,031 volunteer hours contributed, and significantly increased Cyclo Nord-Sud's visibility in the National Capital region with : kiosks at the Québec and Saguenay bike shows; school events; Earth Day, and the "Bicycle Film Festival". Our volunteers also refined their bike drive process, developed bike drops and signed an agreement with local Eco-Centres for bike recovery.



North partnerships



The year 2015 was marked by the renewal and creation of partnerships with local organizations involved in expanding the reach of Cyclo Nord-Sud activities. Working with a not-for-profit, Rebicycle, which refurbishes and sells used road bikes in Quebec, we were able to generate income while ensuring such bikes, unusable in the South, are recovered. We also continued our collaboration with La Maison Haiti to promote cycling among youth. The initial stages of our new partnership with Horizon Cosmopolite were developed in 2015, aiming at a trip to Nicaragua and the training of 30 coop students scheduled for March 2016. In conclusion, a first in 2015 with the Didier Drogba Foundation : we were pleased to contribute to the well-being of dozens of children with the shipment of 150 bikes to Côte D'Ivoire thanks to the generosity of our donors.



11 more drop locations

When the idea surfaced in 2013 for a permanent bike donation drop-off service, our goal was first to simplify things for our donors by providing a local service, and for us, to augment bike collection beyond the seasonal drives. By 2015, success was achieved with over 400 bicycles collected through 16 partner shops and two drop-off points sponsored by individuals.



Bike drop locations can be found in the Greater Montreal region, the South Shore, Lanaudière, Sherbrooke and Quebec City. Drop points offer flexible opening hours for our donors, while bike shop partners benefit because they offer an additional service thereby increasing the flow of potential customers. They also demonstrate they are eco-responsible. These generous shops are excellent ambassadors for the mission of Cyclo Nord-Sud. From a logistical and financial viewpoint, the bike drops are a positive addition to Cyclo Nord-Sud's operations, since our truck systematically returns fully loaded to the warehouse.

Drop off development was supported by the Fall 2015 launch of an ad campaign published in six local weekly Tc Media newspapers and on the Web.

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.

Régions	Municipalités	Organisateurs
Centre-du-Québec	Drummondville	Jeanne-Mance High School and the Association des retraité(e)s de l'éducation et des autres services publics du Québec (AREQ 04-E)
Chaudière-Appalaches	Lévis Saint-Étienne de Lauzon	Cyclo Nord-Sud Québec comity Saint-Étienne 121 ^e Scout group**
Côte-Nord	Sept-Îles Fermont	Corporation de protection de l'environnement de Sept-Îles Service de Loisirs de la ville de Fermont**
Estrie	Danville Sherbrooke	Troc et Re-Sources Centre de réadaptation Estrie
Lanaudière	Saint-Donat	College Sacré-Cœur, municipality of Saint-Donat and Familiprix
Laurentides	Oka Lorraine Sainte-Adèle	Oka High School Youth club Les Alérions and the club optimiste de l'Orée-des-Bois** Maison des jeunes de Sainte-Adèle**
Laval	Laval Laval, Vimont	Collège Montmorency's Comité Équilibre and the staff The students of Terry Fox School
Mauricie	Notre-Dame-du-Mont-Carmel Trois-Rivières	Local Action Jeunes Comité de Solidarité Trois-Rivières and Séminaire Saint-Joseph
Montréal	Beloeil/Mont-Saint-Hilaire Boucherville Chambly Granby La Prairie Mercier Saint-Hubert Saint-Hyacinthe Saint-Jean-sur-Richelieu Saint-Lazare Sorel-Tracy Varenes	Maison des jeunes des Quatre-fenêtres Environnement Nature Boucherville Lynne St-Jean L'Envolée and Joseph-Hermas-Leclerc High Schools (P.E.I.)* Maison des jeunes l'Adrenaline de La Prairie Voyage Vasco Univers du voyage The students of secondary 3 of André-Laurendeau School Saint-Hyacinthe Velo Club Les filles du basket Dupuy family The citizens of Sorel-Tracy and the Sauvagine bicycle network Le Comité vert at Le Carrefour School
Montréal	Montréal, Centre Sud Montréal, Mile-End Montréal, Notre-Dame-de-Grâce Montréal, Lachine Pointe-Claire Sainte-Anne-de-Bellevue	L'ASCCS-Éco-quartier Saint-Jacques** YMCA du Parc Members of la Coop la Maison Verte and Notre-Dame-de-Grâce residents Semelles Vertes comity, Saint-Louis College** YMCA Ouest-de-l'île Coopérative du Grand Orme
Outaouais	Aylmer	Grande-Rivière High School
Québec	L'Ancienne-Lorette Lac-Beauport Québec, Charlesbourg Québec, Montcalm Québec, Sainte-Foy Québec, Sainte-Foy Québec, Sillery	Pierre Gratton and la polyvalente de l'Ancienne-Lorette Québec Comity Québec Comity Québec Comity Comité Action Planète, Rochebelle High School Coop Roue-libre at Laval University** Group Investors Consultants**
Saguenay-Lac-Saint-Jean	La Baie Saguenay, Chicoutimi	Programme citoyenneté responsable** Chicoutimi Rotary Club
Ontario	Kingston Orléans Russel	Kingston residents** Béatrice-Desloges High School Russel High School**

**Nouveaux organisateurs de collectes

BIKES COLLECTED

3 471	TOTAL BIKES COLLECTED
3 041	BIKES FROM COLLECTION DRIVES
0 430	BIKES RECEIVED AT DROP-OFF POINTS

BIKE DRIVES IN 2015

47	BIKE DRIVES
21 %	AT SCHOOLS
65 %	RETENTION RATE FOR ORGANIZERS

South

In 2015, 2,929 bikes were shipped in seven containers to five countries in the South.

CONTAINERS DESTINATION

EL SALVADOR	2
NICARAGUA	1
CUBA	1
Togo	2
GHANA	1

Developing World Partnership Fund

The Developing World Partnership Fund was created in 2013 to strengthen our partners' African and Latin American bike projects and encourage new initiatives. The Fund covered the administrative costs of sending seven containers South in 2015, saving our partners \$7,000.

To capitalize the fund, generous donors injected \$10,000, which was then matched by our two patrons, Messrs. Hurley and Lamothe, for a total of \$20,625. This amount made possible field visits to two current partners: in January to Écho de la Jeunesse, Lome, Togo and then for exploratory purposes to the Shape Lives Foundation in Ghana; and in February to the Institut John-Paul II in Ouanaminthe, Haiti.

These essential visits let us observe the positive impact of bikes on the individual needs of recipients. They also give us insight into problems encountered by partners and related potential solutions, i.e., facilitating the release of a container in Togo, and providing support with guidelines for the development of bicycle projects.

The key objectives of the fund are: to cover the administrative costs of each shipment; finance bike maintenance and repair training and coaching for South mechanics, 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 with its southern partners and take advantage of this increased presence in the South to visit other potential partners for the development of bicycle projects.



Togo

Écho de la Jeunesse

2015

2 containers | 864 bikes shipped
Total 1,660 bikes since 2013
Mecano Project



Cyclo Nord-Sud and Écho de la Jeunesse have been working together since 2013 to promote cycling, provide the disadvantaged population with bikes for efficient and economical transportation, and train young bicycle mechanics so they participate in the local employment market and contribute to the development of an infrastructure promoting more bicycle use.

To date, Cyclo Nord-Sud has sent four containers and a total of 1660 bikes to Écho de la Jeunesse, part of which has been distributed to many villages and while others have been sold to self-finance the project. The recruitment, training and graduation of three cohorts of about 40 apprentices in bike mechanics - mostly teenage girls- is another shining result of this collaboration.

The MECANO project will be launched with funding from the Québec International Development Program and the Louise Grenier and François Bourgeois Foundations. The project involves the construction of a bike community centre in Sanguéra - located 12km northwest of the Togolese capital Lome. The center will include a repair shop, a bicycle mechanic training school, a shop selling bicycles and spare parts, and a warehouse.

The project will have 900 direct beneficiaries every year. Bike buyers will be more autonomous and efficient, and their ability to contribute to family income will increase with access to jobs in more distant towns or villages, or to markets where they can do business.

In rural areas, the whole community will benefit because the bikes will be shared by those in need. Young people benefit from training enabling them to better integrate into the job market.





Ghana

Shape Lives Foundation

2015

1 container | 391 bikes shipped
Bikes for All Program

The Shape Lives Foundation is a recognized NGO in Ghana devoted to the implementation and support of projects related to education, environment, poverty reduction and health care. It focuses on women, people in need, victims and promotes policies linked to improved living conditions.

Since its founding in 2003, Shape Lives Foundation works to improve the lives of women, especially in rural areas, offering them support in developing paying activities; education and training for children and young people; community development.

The organization works hand in hand with Cyclo Nord-Sud in the Bikes for All Program which aims to provide bikes at affordable prices, adapted to the buyer's ability to pay and payment options (buy vs. rent) for people in Ghana's rural areas. The main beneficiaries are students, farmers, apprentices and all who want a bike



Salvador

CESTA- Amigos de la Tierra

2015

2 CONTAINERS | 857 BIKES SHIPPED

TOTAL OF 7,923 BIKES SINCE 2008

WORKSHOP SCHOOL



Even after receiving 18 containers filled with bikes, our partner CESTA continues to fight to promote bikes as alternative transportation and to play an important pioneering role in the conservation of the Salvadoran environment.

Transport for the poor in El Salvador is becoming increasingly difficult due to various factors such as growing cities, more motor vehicles and a resulting increase in expensive fossil fuel consumption, inaccessible for much of the population.

The country's long war greatly contributed

to environmental problems. So bicycles and cargo bikes are practical alternatives that reduce pollution, transportation costs and improve user health.

The workshop-school trains young people from disadvantaged backgrounds how to repair bicycles. It is one of CESTA's oldest projects. The mechanics training program and practice period extend for six months,

during which students learn all aspects of bike mechanics. A group of 6 - 8 young trainees can repair up to 45 bikes per week, each fully dismantled, then checked, cleaned and assembled. More than 700 students have been trained at the workshop-school and some have opened small stores or now work for other bike workshops, improving their standard of living.



Cuba

Universidad de las Villas Martha Abreu

2015

1 CONTAINER | 398 BIKES SHIPPED

TOTAL 2,484 SINCE 2006

The bike project in Cuba is part of Habitat II, a national and international. The goal is help communities strengthen their capacity for the integrated management of their local habitat. This project is supported by the Swiss Agency for Development and Cooperation, with the participation of various institutions and coordination by the University, under the Ministry of Higher Education of Cuba.

Cuba has about three million households with nearly 1.35 million registered bicycles, representing an average of 0.36 bicycles-per household. At the same time, there is an increase in prices of services associated with this means of transport, linked to the institutionalization of self-employment in 2011, which legalized the bike mechanic trade; the shortage of spare parts and tools; and finally limited access to maintenance and repair resources.

In remote areas, the situation is even more complex: appropriate bikes for dirt roads are in short supply and hard to maintain. The most vulnerable segments of the population here are most affected and access to a better quality of life is difficult.

This is the context for the mission of Cyclo Nord-Sud, which has worked with the Universidad de las Villas Martha Abreu since 2006. From 2006 to 2010, 2,086 bikes collected across Quebec were shipped to Cuba and distributed to farmers and employees involved in field work, and the Eco Materiales and Bambou Biomasse projects (local and ecological materials for building environmentally friendly social housing). These bikes have changed the lives of 2,000 employees and made possible the reforestation of some 5,990 hectares of bamboo on unused land, creating 1,590 jobs and 244 SMEs, while capturing 436,800 tonnes of CO₂.

The second step of our partnership is to create at least one workshop in each of a dozen municipalities across the country. The workshops - which will be launched by late 2017 - will offer very affordable prices to citizens and will be defined in consultation with local authorities and citizens.



Nicaragua

Asociación Nicaragüense de No Videntes

2015

1 CONTAINER | 449 BICYCLES SHIPPED
TOTAL OF 8,179 BIKES SINCE 2008

The main objective of the Nicaraguan Asociación de no videntes is to promote the rights of disabled people through actions, programs and projects improving the quality of life of its members.

Working with various international organizations and various local stakeholders, the ANNV develops

actions plans and implementation for rehabilitation, education and awareness.

The bike project developed with Cyclo Nord-Sud funds a percentage of operating costs and other organizational expenses such as financial support for member purchases of pharmaceutical drugs

and transportation to medical appointments.

Bike buyers include farmers and cigar factory workers who commute over long distances.

Factory parking lots filled with bicycles from the North demonstrate the usefulness of our solidarity efforts!



2016 Action plan

This action plan aims to launch the organization in a new direction. While diversifying and increasing partnerships opportunities at home and abroad, we will be changing certain aspects of operations and optimizing communications. The guiding principle for 2016 is simplicity, because lasting change takes time to put in place. The 2016 action plan is inspired by the 2014-2016 Strategic Plan, and looks to the future for building the 2017-2019 strategy.

Develop funding sources

Increase funding from businesses

- Prepare and file applications for sponsorships and donations with organisations to renew their status as sponsor or donor
- Produce a dossier on sponsorship and private partnership for a systematic corporate approach, including a recognition plan.
- Develop one or two new major partnerships, either over several years, or in one year as a pilot
- Produce an action plan to target new organizations and the approach
- Attain \$7,000 of contributions in donations and / or corporate sponsorships

Increase funding from the government sector

- Prepare and submit funding applications to renew existing subsidies
- Request 1-3 wage subsidies to support operations restructuring
- Continue to mobilize our supporters and partners (RQGE) in an effort to ensure the renewal of the grant to support our mission
- Produce an action plan to identify and prioritize potential sources of funding; file priority applications; verify regularly calls for projects

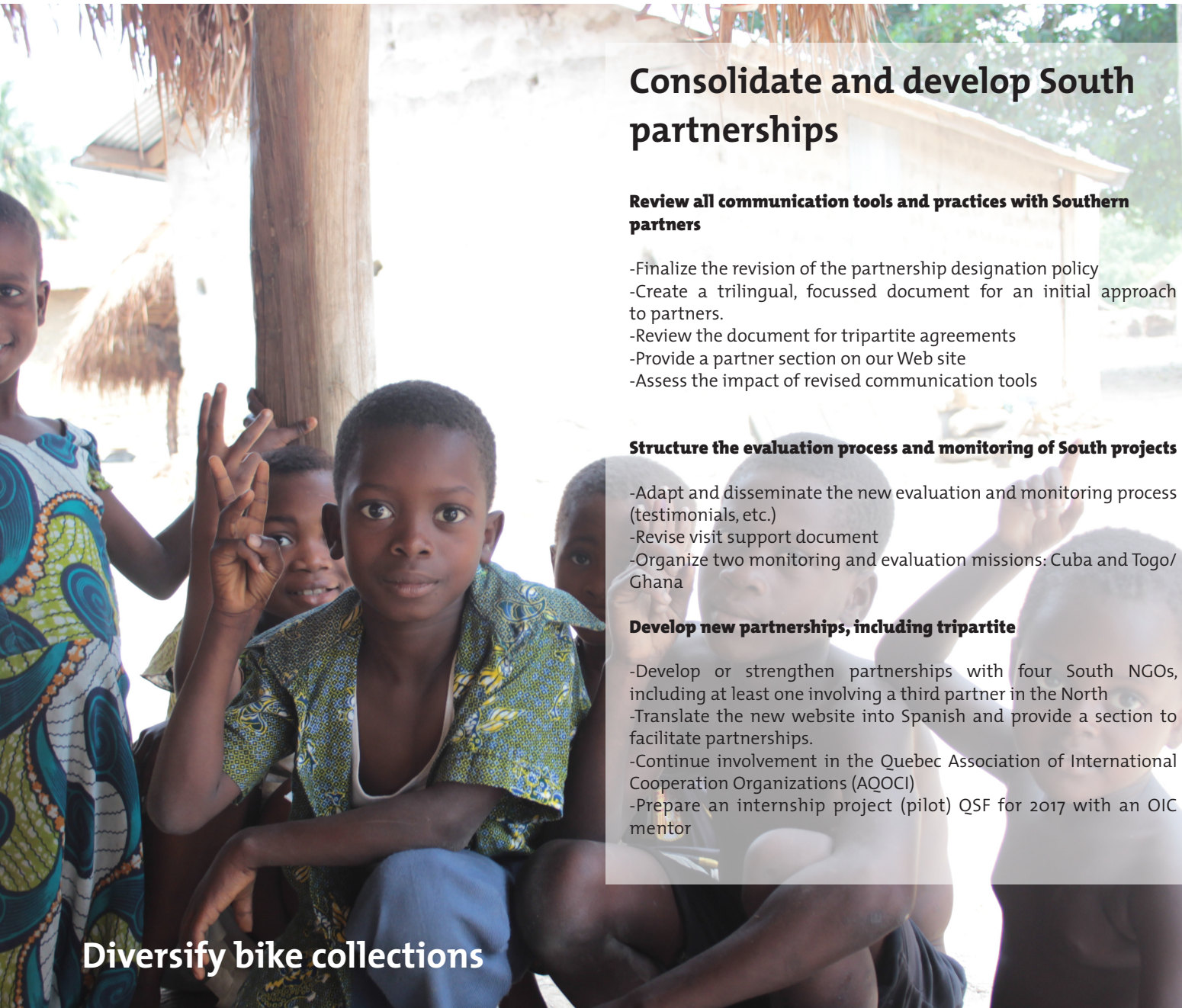
- Submit quality reports to foster contributor loyalty

Increase funding from private and public foundations and other institutions

- Write and submit requests for donations, to renew the support of private and public foundations, trade unions and religious communities and increase their number as well as financing from these sectors
- Produce an action plan identifying new foundations to approach and solicitation strategies
- Submit quality reports to foster contributor loyalty

Increase self-financing income

- Continue to promote major gifts to dedicated funds and legacy giving
- Develop a matching grant campaign
- Develop new CNS products and test in small quantities to replace the calendar, i.e., greeting cards
- Increase sales of CNS products
- Establish regular benefit events and test new concepts (Tour de l'île)
- Refurbish and sell road bikes and high-end parts that cannot be sent to South
- Provide mobile bike repairs during low and mid-seasons at reasonable cost



Consolidate and develop South partnerships

Review all communication tools and practices with Southern partners

- Finalize the revision of the partnership designation policy
- Create a trilingual, focussed document for an initial approach to partners.
- Review the document for tripartite agreements
- Provide a partner section on our Web site
- Assess the impact of revised communication tools

Structure the evaluation process and monitoring of South projects

- Adapt and disseminate the new evaluation and monitoring process (testimonials, etc.)
- Revise visit support document
- Organize two monitoring and evaluation missions: Cuba and Togo/ Ghana

Develop new partnerships, including tripartite

- Develop or strengthen partnerships with four South NGOs, including at least one involving a third partner in the North
- Translate the new website into Spanish and provide a section to facilitate partnerships.
- Continue involvement in the Quebec Association of International Cooperation Organizations (AQOCI)
- Prepare an internship project (pilot) QSF for 2017 with an OIC mentor

Diversify bike collections

Optimize the current bicycle collection system

- Continue to work with and advertising media (Cogeco) or develop a new partnership
- Seek sponsorships for to recognize and retain the loyalty of organizers
- Promote the holding of semi-autonomous and autonomous bike drives and use of the educational kit
- Collect 3,800 bikes, have those without cash contributions sponsored
- Retain the most profitable bike drives and assign less profitable drives to drop points
- Revise the Bike Drive Organization Guide

Establish drop-off points suitable for regions

- Implement 10 new drop-off points in strategic locations (West

of Montreal, Anjou, Trois-Rivières, Repentigny, Joliette, etc.)

- Approach a major private partner to develop several drop points at a time
- Promote drop points (new and old) to raise awareness of used bike recovery
- Develop a new volunteer committee in Sherbrooke or Gatineau

Develop collaborations with institutions and other organizations related to cycling

- Develop our ties with municipalities and ecocentres for bicycle donations along the lines of the agreement with Quebec ecocentres
- Evaluate opportunities to hold a bicycle sponsorship campaign for those collected without a donation
- Organize collections in collaboration with local partners NPO (REQ, eco-districts, etc.)

Optimize co-management modes

Implement actions necessary to achieve co-management

- Test a new co-management system with a general coordination
- Hold a team brainstorm on the new governance model with support from the Board

Review working conditions and pay greater attention to the needs of the team

- Assess the current salary policy, compare it to other organization, define a recommendation for implementation in 2016-2017
- Establish a system for recording hours worked
- Formalize new hire integration (contract signing, reading of the bylaws and code of ethics, etc.)
- Formalize employee performance evaluation and follow-up (training, raises, bonus, etc.)
- Plan 2-4 group activities (retreats, social activities) to build team spirit and create a sense of trust and belonging
- Better anticipate needs to provide support accordingly (trainees, volunteers ...)
- Explore the possibility of an RRSP and group insurance



Improve internal and external communications

Use the new action plan

- Review the communication plan and integrate new approaches

Increase visibility of Cyclo Nord-Sud locally and in the South

- Redesign and simplify the Web site with Wordpress, and make it accessible on tablets, with more interactive characteristics
- Organize two benefits events, with a net profit of about \$ 13,000/year
- Raise awareness among Southern partners about the provenance of bicycles
- Get video testimonials and South pictures and mount a com-

munication campaign giving the portrait of CNS North and South with a launch in September

- Plan year-end communications to raise awareness of responsible gift giving ("Give solidarity")
- Develop a visibility partnership with cycling club or bicycle brand
- Create a solidarity fleet of 20 bikes, each clearly identified with the CNS logo for loan or leases to Northern partners (schools, NPOs, etc.)
- Work on a Google Grant campaign to gain better public recognition and referencing
- Compile a list of potential CNS ambassadors
- Use LinkedIn as a tool to position CNS in professional networks as an expert in international cooperation and cycling



Enhance the base of core members and volunteers

Retain and maximize the contribution of volunteers

- Develop new tools for recovery and retention of volunteers

Recruit new volunteers

- Formalize the organization's volunteer policy and forward the document to each volunteer (new and old)
- Develop a website section specifically for volunteers (calendar, online form, intranet)
- Identify target groups and direct recruitment activities accordingly

Retain and maximize the contribution of members

- Continue to promote major gifts to dedicated funds (Southern Partners, Claire-Morissette)
- Develop and implement strategies to increase the average amount received from our members, encourage monthly donations and deepen the sense of belonging to the organization
- Retain members by sending them newsletters by email and paper; communicate more often with them and thank them quickly for their gifts
- Provide a gift to replace the calendar
- Organize two telephone solicitation evenings for renewals

Recruit new members

- Use the UQAM student reports to recruit new members from the anglophone community
- Use the launch of the new website as a platform to recruit youth members
- Prepare a solicitation schedule and formalize the procedure
- Use email solicitation more frequently to reduce mailings
- Optimize and facilitate on line donations with the new Web platform



Financial Partners

Canada

Service Canada
Emplois d'été

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)

Sponsors

Bionet+
Cascades
Chevaliers de Colomb de Boucherville
Cogeco, Cogeco Diffusion, TV Cogeco
Communauto
Caisse d'économie solidaire Desjardins
Dumoulin Bicyclettes
Felt
Guru
Imprimerie Dalou
Les Pneus Cloutier Inc
Microbrasserie Dieu du ciel
Microbrasserie Le trou du diable
Première Moisson
Soudure Mécanique Archambault
Vélo-Rack

Municipalities

Ville de Montréal
Aide financière aux OBNL locataires

Nongovernmental partners

Abbaye de Saint-Benoît-du-Lac
Transat
Centraide
Corporation de développement économique commu-
nautaire (CDÉC) Centre-Nord
Environnement Nature Boucherville
Filles de Jésus
Fondation François-Bourgeois
Fondation internationale Roncalli
Fondation Louise-Grenier
Logiq (les offices jeunesse internationaux du Québec)
Rebicycle
Recyc-Québec
Sœurs de Notre-Dame de Saint-Rosaire
Sœurs de Sainte-Anne du Québec
Sœurs de Saint-Joseph de Saint-Hyacinthe
Sœurs auxiliaires
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 conseillères et conseillers de la CSQ
Syndicat des professeures et professeurs du Collège
Édouard-Montpetit
Syndicat des professionnelles et professionnels du gou-
vernement du Québec
Syndicat du personnel technique et professionnel de la
SAQ
Zeller Family Foundation

Financial report

Aux membres de
SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL

Nous avons effectué l'audit des états financiers de SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL, qui comprennent le bilan au 31 décembre 2015, et les états des résultats, de l'évolution de l'actif net et des flux de trésorerie pour la période terminée le 31 décembre 2015, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

Responsabilité de la direction à l'égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux normes comptables canadiennes pour les entreprises à capital fermé, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

Responsabilité de l'auditeur

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en oeuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

Fondement de l'opinion avec réserve

Comme beaucoup d'organismes de charité, les produits de SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (CYCLO NORD SUD), comprennent entre autres, des cotisations et dons du grand public qui ne se prêtent pas à un audit complet selon les procédés d'audit. Par conséquent, notre audit des produits provenant des cotisations et dons du grand public a été limité à une comparaison des produits enregistrés avec les dépôts bancaires. Par conséquent, nous n'avons pu déterminer si les montants des produits de cotisations et dons du grand public, de l'excédent des produits sur les charges et des soldes de fonds auraient dû faire l'objet d'ajustements.

Opinion avec réserve

À notre avis, à l'exception de l'effet des redressements que nous aurions pu juger nécessaires si nous avions été en mesure d'auditer l'exhaustivité des cotisations et dons du grand public mentionnés au paragraphe précédent, les états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière de SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (CYCLO NORD-SUD) au 31 décembre 2015, ainsi que des résultats de son exploitation et de ses flux de trésorerie pour la période terminée à cette date, conformément aux normes comptables canadiennes pour les organismes sans but lucratif.



PAPILLON & ASSOCIÉS INC.
Société de comptables professionnels agréés

Par : Pierre Papillon, CPA auditeur, CA

Prévost, le 1 avril 2016

Balance sheet*

as at 31 décembre, 2015	2015	2014
Actif		
• Short term		
Cash	64 117 \$	1 253 \$
Term Deposit	6 922 \$	19 776 \$
Accounts receivable	45 684 \$	43 379 \$
Grants receivable	- \$	32 321 \$
Prepaid expenses	1 375 \$	1 288 \$
Subtotal	118 098 \$	98 017 \$
• Long term		
Cash - Claire Morissette reserve fund	400 \$	- \$
Term Deposit - Claire Morissette reserve fund	41 354 \$	40 918 \$
Security Deposit	3 500 \$	3 500 \$
Subtotal	45 254 \$	44 418 \$
Total	163 352 \$	142 435 \$
Liabilitiesf		
• Short term		
Bank Loan	65 \$	15 573 \$
Accounts Payable And Accrued Liabilities	14 663 \$	28 496 \$
Deferred Income	85 743 \$	37 781 \$
Deferred contributions -Developping World Partnership Fund	18 658 \$	8 797 \$
Current Portion of Long-Term Debt	3 495 \$	5 150 \$
Subtotal	122 624 \$	95 797 \$
• Long-term Debt	- \$	3 495 \$
Net Assets		
Unrestricted Net Assets	(1 026) \$	2 225 \$
Claire-Morissette Reserve Fund	41 754 \$	40 918 \$
Subtotal	40 728 \$	43 143 \$
Total	163 352 \$	142 435 \$
In kind contributions in 2015		
	2015	2014
In-Kind Contributions (bikes and parts)	226 250 \$	221 863 \$
In-Kind Contributions (volunteering)	40 248 \$	39 410 \$

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

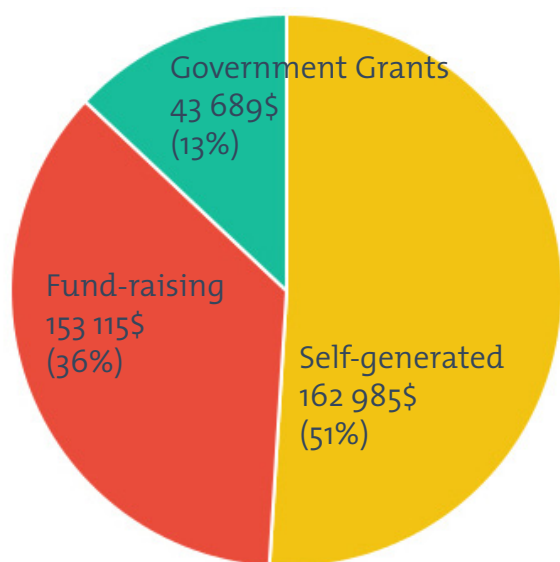
Volunteering: Value of volunteer work as reported on the Commission de santé et sécurité au travail (CSST) declaration form.

* Extrait du Rapport de l'auditeur indépendant et des états financiers produits par Papillon Dion & Associé

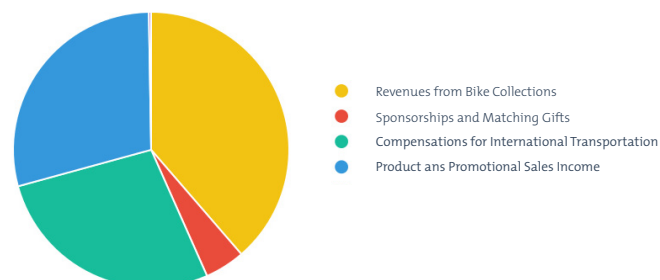



Jean Lecompte
Président

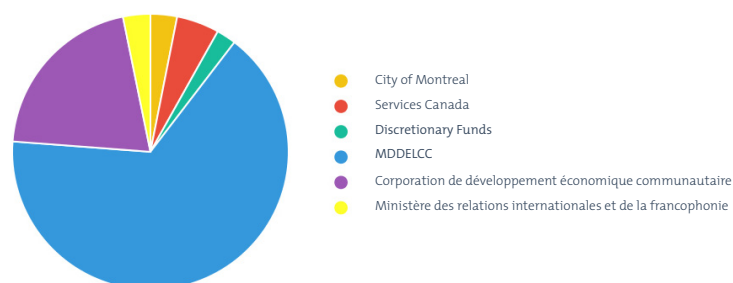
Revenues



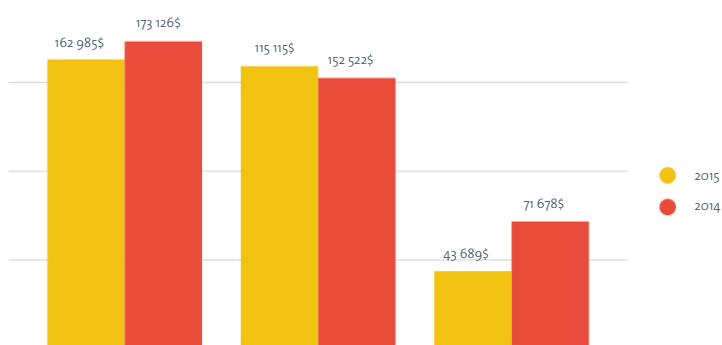
Self-generated



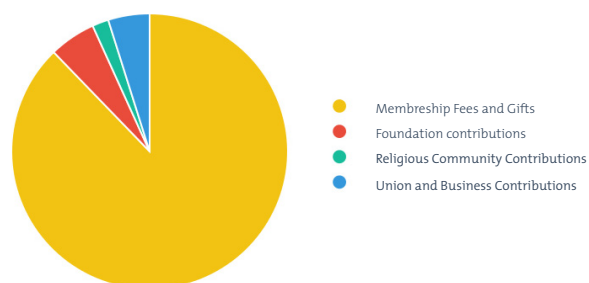
Government Grants



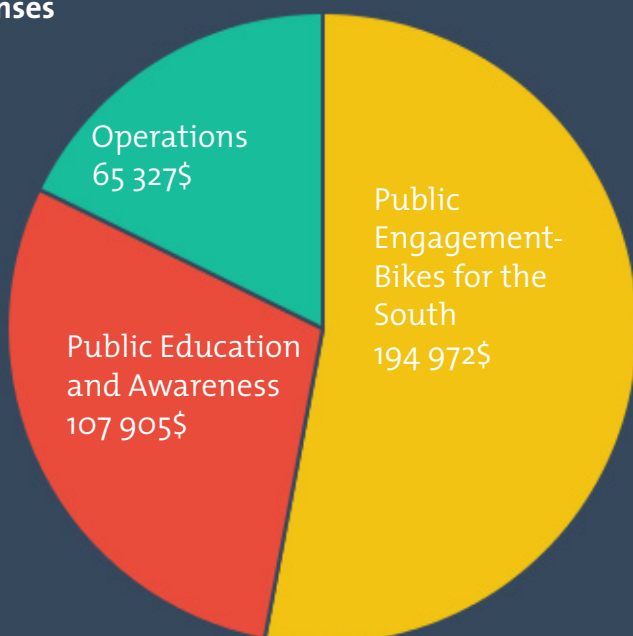
Evolution 2015/2014



Fund-raising



Expenses



- Salaires, loyer, outillage, transport, développement au Sud etc.
- Événements, communications, marchandises, matériel éducatif etc.
- Coordination, assurances, frais bancaires, intérêts, frais de bureau etc.