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COVER:
A women's association in Pitmoaga, Burkina Faso.

Ce rapport annuel est disponible en français.

CESO (Canadian Executive Service Organization) is a not-for-profit, volunteer-driven development organization with a story that spans more than four decades and more than 120 countries worldwide. Our volunteers have completed more than 46,000 assignments with Canada's Aboriginal Peoples and with international communities and organizations from the Americas, Asia and Africa. We are a team of committed volunteers and staff who believe deeply in the power of partnership to foster economic health and stability, and transform lives.

Our Vision

We envision a world where there are sustainable economic and social opportunities for all.

Our Mission

We strengthen economic and social well-being in Canada and abroad through engagement of skilled and experienced Canadian volunteers working co-operatively with our partners and clients to create solutions that foster long-term economic growth and self-reliance.

Our Values

1. Striving for Excellence

We aim to deliver the highest quality performance in everything we do and to be a leading development organization. Through creativity and innovation we seek to continuously improve and to achieve significant measurable results with our clients and partners.

2. Demonstrating Respect and Integrity

We are consistent and transparent in our decisions and actions. We fulfill our commitments and conduct ourselves in a way that is true to our ideals. We respect others in all their diversity.

3. Living Collaboration through Sharing Skills and Knowledge

We seek to work in mutually enriching, balanced relationships with others to achieve common goals. We support the sharing of skills and knowledge to empower people to learn together to improve the quality of their lives.

4. Encouraging Volunteerism

We believe that active volunteers are an essential asset of healthy communities and encourage and support a volunteer-centred approach that ensures fulfilling experiences worthy of volunteering our talents, skills and time.



Stronger economies create better lives.

This is the belief that fuels the work of each member of CESO, whether we're building a trout farm side-by-side with villagers halfway around the world or meeting with potential funders in an office tower in Toronto.

Our vision is a world where there are sustainable economic and social opportunities for all. And we believe that through building solid foundations for economic growth, it is possible.

The need today is greater than it has ever been. Over the past three years, the economic foundations of the world's strongest economies have been tested, and many have faltered. And in times of economic uncertainty, NGOs often feel the strain most acutely, as development programs are scaled back.

CESO, like many other non-profit organizations, has faced reduced funding opportunities and an increased focus on transparency and accountability. Recognizing

span across the wide range of industries in which our Volunteer Advisors have specific expertise, and they form the foundation of our Business Development Program.

Financial independence is vital to the success of any organization. The business development program supports our goal of revenue diversification by helping to create a strategic process for acquiring funds through a more focused and structured approach. It gives us the flexibility to put client needs first, and positions CESO to take advantage of upcoming and current opportunities with a range of clients, partners and funders.

We have redesigned our National Services delivery model, and have renewed our commitment to capacity-building within First Nations communities through a Statement of Partnership with the Assembly of First



In every one of the assignments we completed over the past year, and through the more than 46,000 assignments CESO's expert volunteers have carried out over the past 44 years, our focus has been on giving organizations and communities the tools they need not only to survive, but also to generate their own long-term prosperity.

that during times of change, great challenges also bring great opportunities, we have taken actions that were both difficult and necessary.

We are excited about the refocusing of our services into seven key areas: Strategic Planning, Business Development, Accounting and Finance, Organizational Development, Community Development, Governance, and Production and Operations. These service areas

Nations and a Memorandum of Understanding with the First Nations Financial Management Board. This year we were awarded a multi-year contract with Aboriginal Affairs and Northern Development Canada (formerly the Department of Indian and Northern Affairs), which will give us the flexibility to plan more proactively for services in Aboriginal communities. These agreements are testaments to our solid relationships with the First

Nations, Métis and Inuit communities – relationships that are a subject of great pride for CESO, and a defining characteristic of our organization.

Our model for International Services delivery is based on the establishment of long-term partnerships with local and regional community organizations and financial associations, which in turn lead to the development of stronger partner institutions and better services to their client base. Working through that model, we have successfully completed the second year of a five-year contract with the Canadian International Development Agency (CIDA), which funds our work in eight developing countries.

Prior to 2009, our approach was based on single assignments with clients in a given country, which was effective but not optimal. Under this new partnership model, we can ensure that our clients are supported through a series of assignments and by institutions working with CESO in the field, thereby contributing to longer-term economic success and stability.

Our own operating structure was not immune to our restructuring process. We have significantly lowered our operational costs over the past year, through a reduction in CESO's offices and staff positions. Restructuring is a difficult and expensive initiative, one that can test even the most optimistic of mindsets. We commend CESO's staff for weathering the storm and for emerging from this challenging chapter with a positive attitude and a thirst for growth. We are pleased to report that the costs associated with this process are complete, and that CESO is operating on sound and balanced finances going forward.

The work we have done as an organization over the past year has been significant. We enter this next chapter of CESO's growth confidently, optimistically, and eager to further our mission, which is more important today than perhaps at any other time in our history.

To all of our members, thank you for your tireless commitment to creating stronger economies and better lives for people around the world. To those who haven't yet worked with us, the time is now. Volunteer. Partner. Donate. You can make a difference today.



R. Wayne Gladstone, Chair

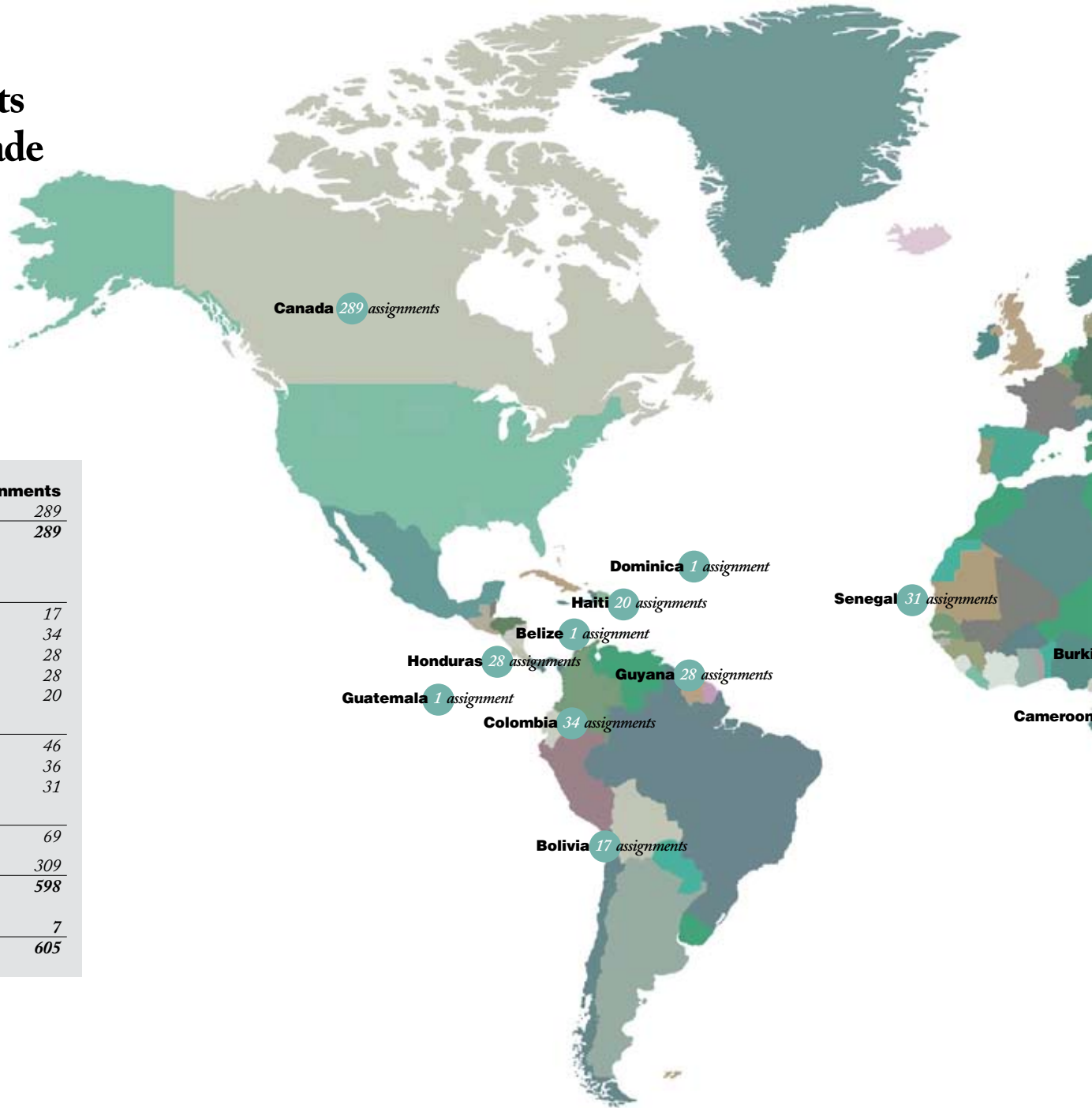


Wendy Harris, CEO and President

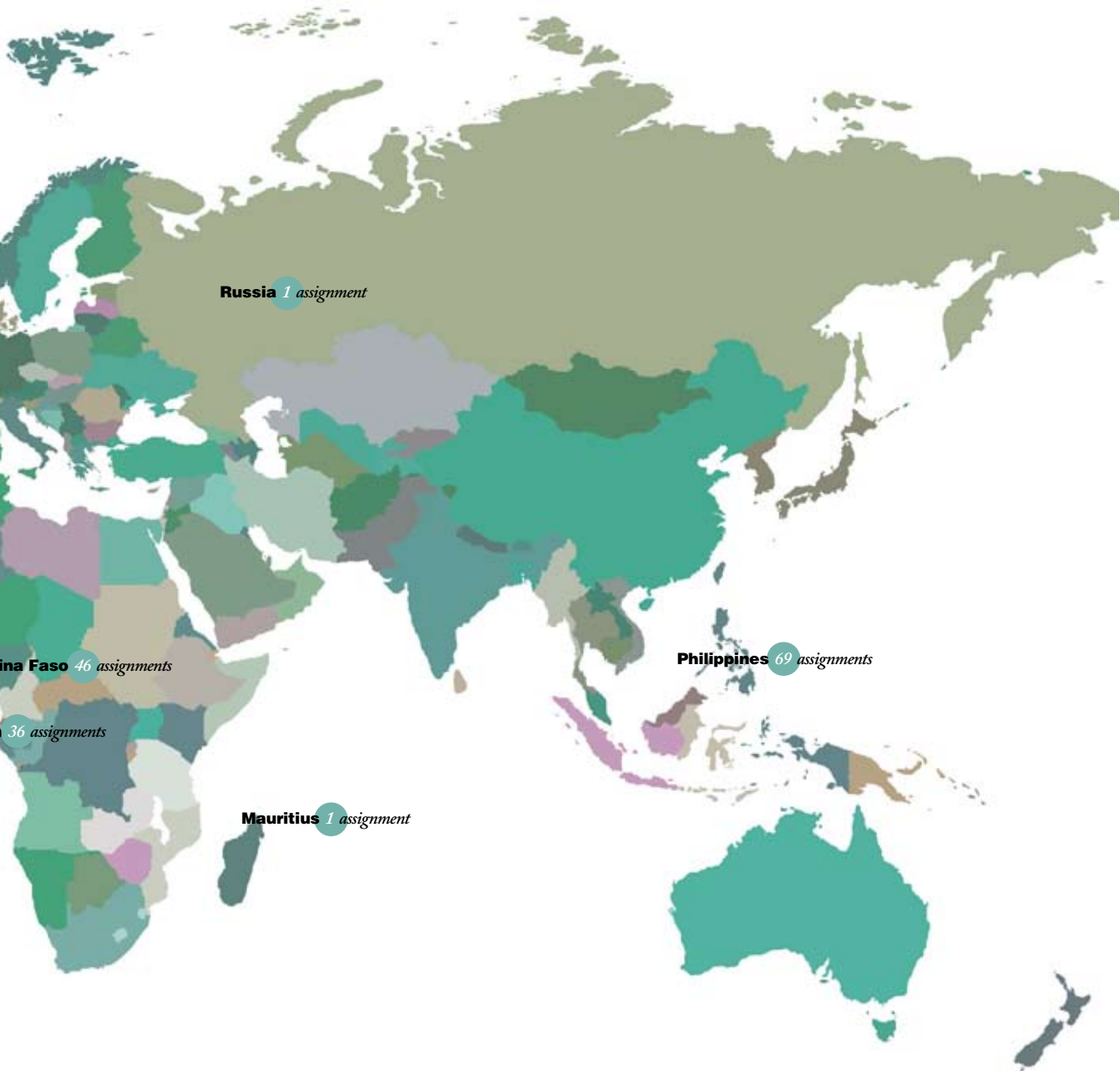


A child in a rural community near La Paz, Bolivia. A CESO Volunteer Advisor worked with members of this community to develop a trout farm in order to increase food sources for residents.

With over 600 assignments completed, CESO has made positive strides over the past year in strengthening economic and social well-being in Canada and around the world.



North America	# of Assignments
<i>Canada</i>	289
Total North America	289
International	
<i>South America and Caribbean</i>	
<i>Bolivia</i>	17
<i>Colombia</i>	34
<i>Guyana</i>	28
<i>Honduras</i>	28
<i>Haiti</i>	20
<i>Africa</i>	
<i>Burkina Faso</i>	46
<i>Cameroon</i>	36
<i>Senegal</i>	31
<i>Asia</i>	
<i>Philippines</i>	69
Total International	309
Total Funded CESO assignments	598
<i>Total Un-sponsored Assignments</i>	7
Total CESO Assignments	605



CESO Lead Volunteer Advisor Mike Garrett on a monitoring mission in the Philippines.

As one of Canada's leading volunteer-based development organizations, we focus on helping individuals and organizations to build strong, viable businesses and independent communities that will in turn create opportunities and a better quality of life for generations to come. We work with small and medium-sized businesses, aboriginal communities, government agencies, non-government organizations (NGOs), and chambers of commerce.

CESO Volunteers: Experts in their Profession

CESO's successful reputation is built on the efforts of hundreds of volunteers across Canada who offer their wealth of experience and skills to CESO, providing the organization with the ability to address gaps in capacity. Our volunteer roster includes hand-selected executives and senior practitioners with at least 10

years of professional experience, often many more. These business experts, industry leaders, and public sector professionals bring their wisdom, skills and passion to every CESO project. With expertise in a wide range of industries, our volunteers are ready and able to take on assignments that bring our key services to clients in everything from agriculture to e-governance to hotel management.

Through the transfer of their knowledge in the areas of Strategic Planning, Business Development, Accounting and Finance, Organizational Development, Community Development, Governance, and Production and Operations, our volunteers help our clients to develop and achieve economic goals, break the cycle of poverty and produce sustainable, long-term results.

Last year, we celebrated their contribution at a CESO Volunteer Appreciation Day event and during International Volunteer Week, the latter of which included an online campaign.

Engaging the Public

Building awareness about CESO's impact all over the world and mobilizing the public to actively participate in our mission are two of the main objectives of CESO's Public Engagement program. Through a number of events, e-newsletters, and online campaigns held over the past year, we promoted CESO's achievements and acknowledged the way in which our volunteers, from across Canada, are playing an integral role in our success.

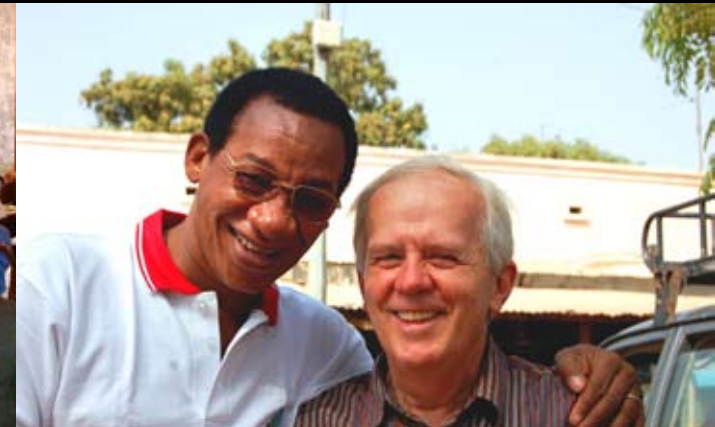
To achieve greater reach in our public engagement efforts, we recently launched a new public engagement newsletter targeting those who are interested in learning more about CESO's program areas and upcoming activities. This newsletter is available through our website at www.ceso-saco.com. CESO has also joined the social media movement, with an active presence on Facebook, Twitter, YouTube and LinkedIn.



Volunteer Advisor Claude Jeuris works with a representative from the Yakaar-Espoir Association in Thiès, Senegal, to advise on a strategic plan.



Former CEO and President Don Johnston speaking at a CESO Volunteer Engagement event in Montreal.



Volunteer Advisor Jacques Latulippe with his client Bobo Dilasso, a restaurateur in Burkina Faso.

Our Seven Service Areas

Strategic Planning

What do we do? How do we do it? Where do we want to go, and how will we get there? Our advisors help clients answer these questions, document their goals, and create a plan to ensure that they achieve them.

Business Development

Our Volunteer Advisors are among Canada's top business leaders, and they help clients with start-up, expansion, marketing, and all aspects of management.

Accounting and Finance

Our finance experts assist in accounting, banking, national and international tax issues, financial management for individuals and businesses, and financial reporting.

Organizational Development

From human resources to policy and training development to mediation and change management, our industry experts help clients create the structures that foster success.

Community Development

Our advisors work with community leaders to develop feasibility studies, land use plans and community assessment frameworks. We also "train the trainers" in community health management and emergency management procedures.

Governance

Partnering with band councils and all levels of government, our volunteer advisors have implemented award-winning, streamlined governance systems that are fair and accountable to all community members.

Production and Operations

Our manufacturing experts assist with research and development, production and maintenance management, as well as application for quality management (ISO) certification.



Volunteer Advisor Ralph Graham on assignment in Guyana, training hotel employees on restaurant management.



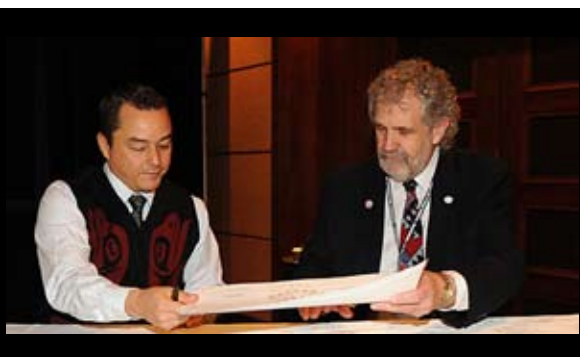
A resident of Kokologo Village, Burkina Faso (credit: Volunteer Advisor Martial Dansereau in Burkina Faso advising the National Federation for the Agro-Food Industry).

National Services

This past year, CESO completed 289 national assignments, surpassing our target. The majority of these programs addressed economic development capacity-building and were funded by Aboriginal Affairs and Northern Development Canada (formerly the Department of Indian and Northern Affairs Canada).

CESO Signs Statement of Partnership with Assembly of First Nations

Last fall, CESO solidified its long-standing relationship with the Assembly of First Nations (AFN) by signing a Statement of Partnership, laying the foundation for a more focused and productive National Services program. Under this partnership CESO, in collaboration with the AFN, provides services in the following four key areas in accordance with a joint action plan: economic development, governance, financial management, and emergency preparedness.



Former CESO CEO and President Don Johnston signing a Statement of Partnership with Assembly of First Nations National Chief Shawn A-in-Chut Atleo.

The scope of the joint action plan between CESO and the AFN is based on a shared understanding that First Nations people, their communities and governments are at varied stages of capacity development and so will evolve at different rates. Bearing this in mind, CESO will approach work with communities with varying degrees of assistance within the areas of work identified.

Nunavut Program

The CESO/Government of Nunavut (GN) Partnership Program has been ongoing since 2001. One of its key objectives is to support the development of a highly skilled public service in Nunavut. CESO provides Volunteer Advisors to the GN for on-site and off-site individual and team mentoring, peer support and coaching, workshops and other training and development initiatives as requested. This year 14 CESO Advisors and 160 individuals participated in the program, representing various partner GN departments and one non-governmental organization in Nunavut.

CESO in Action: Creating Cleaner Environments

Bio-Aerosol Technologies, headquartered in West Vancouver, B.C., is a recently established business that leverages cedar leaf essential oil (CLEO) as an air cleaner. Cedar has long been acknowledged as a powerful cleansing agent in First Nations culture. Diffused through specialized equipment, the cedar leaf oil is vapourized in the air, killing harmful microbes.

Bio-Aerosol Technologies is the brainchild of Kelly Crosby, an electronics engineering technologist, and Hart Schorneck, a longshoreman and member of the Squamish First Nation.

As a two-person start-up, the business partners approached CESO seeking assistance with developing a strategy to jump-start sales. Their ultimate goal is to implement diagnostic and treatment services with the use of CLEO in commercial infrastructure, such as schools, office buildings, hospitals and airports, through a franchise business model.

CESO Volunteer Advisor Dr. Tim Padmore has an extensive background in economic and business development. His skills and experience were matched with Bio-Aerosol's needs, and the subsequent collaboration generated a number of positive results for the client. Among them:

- Consultation in areas of marketing, branding, sales strategy, research and development strategy, financing, and cash management.
- Recommendations on a written business plan.
- Company website development: domain registration, coordination with graphic designer, and content creation for www.cedarleaf.ca.

Dr. Padmore's contributions to the company website have been the most visible and garnered immediate impact. The website has been an invaluable tool and conducive to Bio-Aerosol Technologies reaching the next phase of their journey. They have received much interest from potential high profile users such as Health Canada, B.C. Ferries, and the National Research Council.

International Services

CESO completed 309 international assignments over the last fiscal year: 289 under the CPB7 Partnership program with CIDA, and 20 longer-term assignments under our Haiti Volunteer Cooperation Project consortium contract in partnership with three other Canadian non-profit organizations.

The CPB7 Partnership program is being implemented in eight countries: Bolivia, Burkina Faso, Cameroon, Colombia, Guyana, Honduras, the Philippines and Senegal. It is primarily based on our new partnership model, which places qualified Volunteer Advisors with select partner institutions. The advisors then conduct a needs assessment, develop a multi-year Partnership Action Plan encompassing a series of assignments, and oversee the effective delivery of the program of assistance. Our overall objectives? First, to strengthen the institutional capacity of our partners; and second, to increase our clients' skills, knowledge and access to improved tools, helping them to create stronger, more stable economies.

Positive Progress in Africa

Last fall, CESO's former CEO Don Johnston visited the countries of Senegal, Burkina Faso and Cameroon in West Africa. The purpose of his trip was to learn more about the progress of our recent initiatives in these countries and to meet with CESO partners, clients and Volunteer Advisors currently in the country on assignment. The visit provided current information about the positive impact CESO is making in this region as well as direction on how to improve services and further our reach.

CESO's program services in Africa focus on key sectors, including agriculture, microfinance, tourism and hospitality, and municipal development; in addition to our work on gender-related issues. A CESO mid-term program evaluation conducted in Burkina Faso and Senegal in November 2010 indicated that 67 per cent of clients/partners who accessed CESO assistance have produced sound outcomes. Among them:

- For Les Delices de Sessika, a bakery/café in Burkina Faso, our VA worked with owners to assess the bakery's production techniques, processes and quality control, as well as its overall product offering. As a result of our partnership, the bakery has reduced its operating costs through minimized waste and better product sourcing, increased its efficiency through a reorganized workflow and workspace, and improved product quality due to staff training and better hygiene practices. Sales

Volunteer Advisor George Katsarov in Llanera, Philippines with the Mayor of Llanera, visiting a vermiculture composting centre. This assignment was to provide technical assistance to the municipality in order to update their solid waste management program.



Former CESO President and CEO Don Johnston in Cameroon, with a representative of Reach Out, an organization that works with marginalized groups and people living with HIV/AIDS.



Opa, a Teaching Assistant in the Fashion program at a partner organization that works on gender issues, including gender based violence.

and profits have gone up by 30 per cent, staff wages have been increased by 20 to 50 per cent, and a new bakery is in the works, as are plans for two new cafés.

- For CESO partner the Association Patronale des Hoteliers et Restaurateurs du Burkina (APHRB), a hotel and restaurant association in Burkina Faso, we were asked to help develop a training program, and to devise strategies for increasing membership and supporting tourism in the country (a key mandate of APHRB). Teams of volunteer advisors worked with association members in

several provinces to improve their infrastructures through renovations and new furnishings, create training manuals, update operating practices, upgrade service offerings, and create new recipes and menus. As a result, 19 new jobs have been created, customer complaints have been measurably reduced, and both occupancy rates and profits have gone up.

- For the Centre D'Enseignement Professionnel de Thiès, a post-secondary professional school in Senegal, the challenge was to improve the local employment opportunities for its skilled graduates, many of whom were being forced to leave Senegal after their training to find work elsewhere. Our VAs worked with the client to develop programs to support and encourage youth entrepreneurs, and helped to identify potential funding sources and employment partners. As a result, 40 jobs have been created for trainee students with four local employment partners. CESO VAs continue to work with the client to identify sources of funding to support the school's youth entrepreneurs.

Partnership Model Yields Results in Colombia

We believe that through working in longer-term partnerships with key community organizations, we will strengthen our partners' institutional capacity, enabling them to better deliver services and support members. Case in point: CESO's partnership with the Palmira Chamber of Commerce in Colombia, which began in April 2010. So far, we have completed 15 assignments with the chamber and its members, who

are comprised of locally owned and operated micro, small and medium businesses.

Two assignments have taken place directly with the Palmira Chamber of Commerce, supporting the design and development of an Information and Communication Technology program and a Corporate Social Responsibility program. Through the establishment of these two new programs and other institutional strengthening that is planned for the coming year, we anticipate that the Chamber of Commerce will be able to continue to promote and encourage small business development in the Palmira region for years to come.

As part of this project, CESO has also worked with 13 of the Palmira Chamber of Commerce's clients in a variety of industries, including hospitality, tourism and manufacturing. In one assignment, a CESO Volunteer Advisor assisted a small restaurant with management practices and conducted staff training sessions. In another assignment, our VA analyzed and made recommendations regarding the process for metal powder coating.

Client response to the results achieved on these projects has been overwhelmingly positive. As one client commented:

With the implementation of the recommendations of [the CESO VA] we expect to achieve greater productivity and competitiveness, increase sales, and then increase the salary of employees and contribute to their improved standard of living.

CESO in Action: Working in Collaboration for Haiti

The earthquake that struck Haiti in January 2010 left more than 230,000 people dead and an estimated 1.2 million people displaced and living in temporary shelter. The international community responded with commitments to provide assistance at many levels. While foreign governments and other institutions focused on providing shelter material, sanitation and food, CESO partnered with three other Canadian volunteer cooperation agencies to build the capacities of key partners in the country.

During this fiscal year, more than 20 CESO VAs were assigned to work with nine partners, including the Ministry of Plan and External Cooperation, the Ministry of Industry and Commerce, and several chambers of commerce. Among the key needs in Haiti are strategic



Volunteer Advisor Robert Thivierge on assignment in Haiti.

planning, fiscal responsibility, municipal governance, co-ordination between central ministry administration and department divisions, and the ongoing search for funding.

The consortium was asked by the Departmental Management of Artibonite and the Department of Commerce and Industry (DMA-DCI) to “support the establishment of a data collection system to identify and describe the activities and other relevant information regarding small- and medium-sized enterprises (SME) and micro enterprises (MSME) of the Gonaïves municipality.”

The project was to be completed within a tight two-month deadline. Following approval from the DMA-DCI regarding process, the partners created a survey form to gather information about local companies and their needs. Together, CESO and our partners then gave training on survey and interview techniques and database system management; and developed a communications plan.

More than 1,500 companies were surveyed in Gonaïves. The result: A better understanding of MSMEs and SMEs currently operating within the municipality, as well as their ongoing needs related to administration and governance. Following a staff upgrade, changes were made to the inner structure of the DMA-DCI to better meet the needs of its constituents. More importantly, the DMA-DCI team is confident it can expand its experience to Artibonite's other municipalities.

A woman and child in Dessalines, Haiti.



Discussion on Financial Results

For the year ending March 31, 2011

Basis of presentation

The financial statements of CESO have been prepared by management in accordance with Canadian generally accepted accounting principles and contain certain items that reflect best estimates and judgment of management. The integrity and reliability of the data in these financial statements are management's responsibility.

The Board of Directors is responsible for ensuring that management fulfills its responsibility for financial reporting and internal controls and exercises this responsibility through the audit and finance committee.

Results from operations

There is no doubt that the fiscal year ending March 31, 2011 was an extremely challenging year for our organization financially. For the 12 months ended March 31, 2011, CESO's expenses exceeded revenues by approximately \$1.1 million. This deficit was primarily a result of two factors: reduced funding and severance costs.

From a funding perspective, programming revenue was down by approximately \$2.5 million over 2010. The decrease represents the net decrease in revenue from our primary funder, Canadian International Development Agency (CIDA). Revenue from CIDA was down approximately \$3 million due to the ending of their 18-year program in Eastern Europe and was offset by increases in revenue from our other CIDA contracts. Revenue from private sector clients and other sources was down approximately \$0.5M over 2010. The majority of this decrease was due to the early completion of our work on a project in Canada with a First Nation.

In order to offset the impact of reduced funding last year, CESO took significant steps to trim its expenses, including reducing its internal workforce by 18 employees (or 38 per cent), closing four regional offices, and reducing overall corporate expenses. However, this resulted in one-time severance costs of \$429,406. Although lean, we feel that we have the appropriate level of human capital to continue to deliver the same high-quality programs CESO has become known and respected for.

The summarized financial reports are attached. The full financial reports, including the notes on the financials and the independent auditor's report, are available to all members of the Corporation at www.ceso-saco.com.

Report of the Independent Auditor on the Summary Financial Statements

To the members of Canadian Executive Service Organization

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2011, the summary statement of operations, and the summary statement of changes in net assets for the year ended March 31, 2011, and the related note, are derived from the audited financial statements of Canadian Executive Service Organization (the "Organization") for the year ended March 31, 2011. We expressed an unqualified audit opinion on those financial statements in our report dated June 17, 2011. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statement, therefore, is not a substitute for reading the audited financial statements of the Organization.

Management's Responsibility for the Summary Financial Statements

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

Auditor's Responsibility

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

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Canadian Executive Service Organization for the year ended March 31, 2011 are a fair summary of those financial statements, on the basis described in the note to the summary financial statements.

Deloitte & Touche LLP

Chartered Accountants
Licensed Public Accountants
October 20, 2011

Summary Statement of Financial Position as at March 31, 2011

	2011 \$	2010 \$
Assets		
Current		
Cash	25,979	245,704
Operating advances to representatives	75,025	69,112
Accounts receivable	608,575	1,439,449
Prepaid expenses	39,311	34,629
	748,890	1,788,894
Long-term investments - designated	1,451,303	1,393,184
Capital assets	280,036	111,881
	2,480,229	3,293,959
Liabilities		
Current		
Bank indebtedness	236,000	-
Accounts payable and accrued liabilities	632,501	507,275
Deferred revenue	496,471	765,703
Loan payable to landlord - current portion	37,732	-
	1,402,704	1,272,978
Rent equalization	-	4,300
Long-term loan payable to landlord	136,440	-
	1,539,144	1,277,278
Net assets		
Operating fund	(671,449)	462,267
Designated funds	1,612,534	1,554,414
	941,085	2,016,681
	2,480,229	3,293,959

Approved on behalf of the Board

R. S. Stone

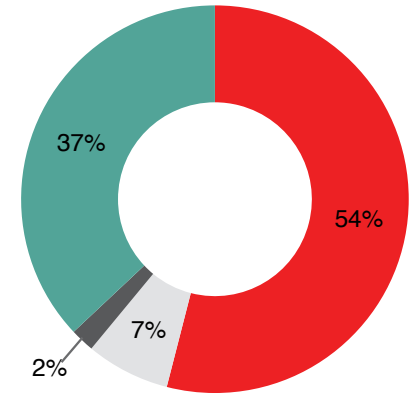
Director

M. Hayes

Director

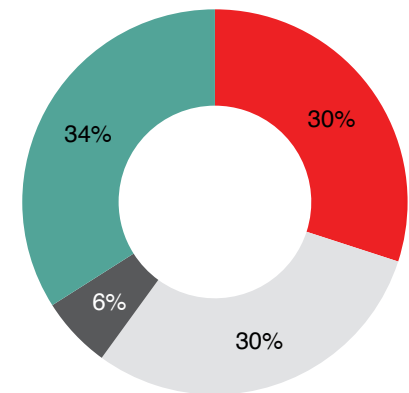
Operations Revenues

- Programming revenue
- Private sector, clients and other
- Donations
- Value of volunteer services at assignment sites and subsistence paid by clients



Operations Expenses

- Salary and fees
- Assignments costs
- Corporate expenses
- Value of volunteer services at assignment sites and subsistence paid by clients



Summary Statement of Operations year ended March 31, 2011

	2011 \$	Total %	2010 \$	Total %
Operating fund				
Revenues				
Programming revenue	4,077,630	54	6,621,690	59
Private sector, clients and other	540,996	7	987,992	9
Donations	169,732	2	98,100	1
Value of volunteer services at assignment sites and subsistence paid by clients	2,863,701	37	3,446,291	31
	7,652,059	100	11,154,073	100
Operating fund expenses				
Salary and fees	2,475,198	30	3,253,593	28
Assignments costs	2,533,232	30	4,174,166	37
Corporate expenses	501,254	6	537,370	5
Value of volunteer services at assignment and subsistence paid by clients	2,863,701	34	3,446,291	30
	8,373,385	100	11,411,420	100
Excess of expenses over revenues before severance costs	(721,326)		(257,347)	
Salary severance resulting from restructuring	(429,406)		(193,000)	
Excess of expenses over revenues	(1,150,732)		(450,347)	
Designated funds				
Investment income	75,136		60,809	
Excess of revenue over expenses	75,136		60,809	
Total excess of expenses over revenues	(1,075,596)		(389,538)	

Summary Statement of Changes in Net Assets year ended March 31, 2011

	Operating Fund \$	Designated Funds \$	2011 Total \$	2010 Total \$
Balance, beginning of year				
As previously reported	420,186	1,554,414	1,974,600	2,406,219
Prior period adjustment	42,081	—	42,081	—
	462,267	1,554,414	2,016,681	2,406,219
(Deficiency) excess of revenues over expenses	(1,150,732)	75,136	(1,075,596)	(389,538)
Interfund transfer	17,016	(17,016)	—	—
Balance, end of year	(671,449)	1,612,534	941,085	2,016,681

Note to the Summary Financial Statements as at March 31, 2011

Basis of the summary financial statements

The criteria applied by management in the preparation of these summary financial statements are as follows:

- the information in the summary financial statements is in agreement with the related information in the audited financial statements;
- a summary statement of cash flows has not been presented, as the relevant information can be obtained from the audited financial statements; and
- the summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related audited financial statements, including the notes thereto.

The audited financial statements may be obtained from the Organization.

Corporate Partners

We believe that corporate citizenship has evolved and corporations are looking critically at their engagement with communities. Three key trends are emerging:

- Corporations want to move towards a lasting commitment that will enable them to measure and understand the real impact of their community investment;
- Corporations want initiatives to connect with or integrate with their overall business strategy or support a key business objective; and
- Corporations want opportunities to engage their employees and leverage existing expertise and specialty skills within the organization.

CESO has responded to these trends by developing stronger relationships with the corporate community. These integrated partnerships offer the greatest sustainable potential. Our efforts have led to the following relationships:

Development Partner: A Development Partner is a corporate donor who makes a substantial financial contribution directly to CESO programming.



Corporate Donors: A Corporate Donor is a corporation that makes a financial contribution of \$5,000 or more to CESO.



Donors

\$250 – \$999

Charles Beer
Peter Chiddy
Marie-Helene Chomienne
Anne Clayton
John Van Esch
Patricia Evershed
Lois Frank
Ewan (Nick) Hare
John Hickee
R. Wayne Gladstone
*Daniel A Kyba**
Janet Lambert
Vibert Lampkin
Aruna Li
Donald MacLeod
Louise R. Marchand
David Newhouse
Anne Noonan
Martine Normand
Gunter Otto
Johanne Ratz
Timothy Reid
Dana Reiter
Jacob Sawatzky
Tracey Stevens
Victor G. Walls

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Gary Norton
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Border Paving Ltd
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\$5,000 +

Meredith Hayes
Estate of Eva Alfreda MacLean

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*Salim Sadiq**
Wendy Harris

Honorary Life Members

Louise Alary
Lorette Bounonnière
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Keith Cumming
F. Rodney Pike

**former staff*

Board of Directors Officers and Senior Management

Board of Directors

*R. Wayne Gladstone, Chair**

Peter Chiddy
(appointed October 2010)

Lois Frank
(resigned March 2011)

Anne Noonan
(resigned October 2010)

Ewan (Nick) Hare
(appointed October 2010)

Meredith (Sam) Hayes

*Daniel A Kyba**

Vibert Lampkin
(appointed October 2010)

Louise R. Marchand

*David Newhouse**

Martine Normand
(appointed October 2010)

Dana Reiter
(resigned October 2010)

Advisors to the Board

*Janet Lambert**

Anne Noonan
(as of October 2010)

** indicates that the Board member is also a Volunteer Advisor.*

Officers and Senior Management

R. Wayne Gladstone, Chair

Wendy Harris, CEO, President and Treasurer
(appointed April 2011)

Gale Lee, VP – International Services
(as of June 2010)

Patrick Kelly, VP – National Services and Secretary
(as of September 2010)

Don Johnston, Chief Executive Officer
(resigned March 2011)

Eric Storey, Director of Human Resources and Volunteer Services
(resigned March 2011)

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