take a closer look
In 2011, **216,469** students across Canada participated in a JA program free-of-charge.

In so doing, we aspire to be recognized by businesses, educators and policymakers across the country as the premiere organization for preparing our youth to be successful, contributing members of our society.

As a national office, the role of JA Canada is to provide leadership, guidance and support to our local Charters. It is because of our Charters, in conjunction with their respective Boards of Directors, dedicated business mentors, schools and sponsors, that JA has made such a positive impact not only over the past year, but throughout the course of our 55+ year history.

Guided by our core values, we:

- **believe** in the boundless potential of youth;
- **commit** to principles of market-based economics and entrepreneurship;
- **demonstrate** a passion for what we do with honesty and integrity;
- **respect** the talents, creativity, perspectives, and backgrounds of all individuals;
- **adhere** to the power of partnership and collaboration, and;
- **display** conviction for the educational and motivational impact of relevant, hands-on learning.

Each day, Junior Achievement (JA) staff and business mentors in 15 Charter offices across Canada are working hard toward one common goal—to inspire and prepare young people to succeed in a global economy.
JA makes a positive annual impact on Canada's economy.

For over 55 years, as the largest youth education organization in Canada, Junior Achievement (JA) has inspired and prepared more than 2.7 million youth to succeed in an ever-changing global economy. And, while the organization itself has progressively evolved, the need for effective and meaningful business education programs, particularly in a climate of continued economic instability, has remained the same.

And so, after 55 years, it begs the question... is Junior Achievement making an impact in Canada?

JA professes to be the successful link between education and the business world by giving youth the confidence and knowledge they need to define personal success, enhance their workforce readiness and pursue their dreams — but do we deliver? JA claims to inspire youth to make better financial decisions, start a company, develop a career plan and express their innovative spirit — but are youth really listening?

Results of the recently released Boston Consulting Group study “Making an Impact, Assessing Junior Achievement of Canada’s Value Creation” would suggest the answer to both questions is a resounding “Yes”!

Analysis demonstrates that JA is over-delivering on all three of our pillars:

- **Financial Literacy** — deliver improved understanding of financial concepts;
- **Work Readiness** — prepare students with the skills required in the business world;
- **Entrepreneurship** — develop skills and foster the ambition for entrepreneurial ventures.

The BCG study found that JA programs produce more financially literate graduates that save more and borrow less than the average Canadian. Achievers believe JA to be the driving force behind their financial literacy skills of budgeting, long term planning and investing. The result is more solvent citizens who put a lower burden on the social safety net, provide for their own retirement and are a more active investor base.

JA graduates are better prepared for the workforce resulting in accelerated career tracks, altered trajectories and more skilled employees. Achievers believe their participation in JA had a significant effect on their ability to get a job and perform at work.

JA produces graduates who are more likely to become entrepreneurs, create jobs and power our economy. These future business leaders attribute JA as being the catalyst that gave them the ambition to open their own business, and the transformational force that empowered them with the skills and abilities to do so successfully. It is these new enterprises and the new jobs they create that will drive the economic engine to create increased prosperity and help close the productivity gap.

JA in Canada is making an IMPACT and it’s time to Take a Closer Look! We invite you to take a closer look at our impact on the Canadian economy, at the role our programs play in Canada’s education system, the success our graduates attain and at the value we provide to participants, employers and society.

It’s time to Take a Closer Look at the more than 216,000 students who benefited from our programs last year, and at our 13,000+ dedicated business mentors who delivered in excess of 1.4 million hours of instructional time in over 400 communities across the country.

Take a closer look at the countless organizations and individuals who have provided financial support, our teams of talented employees located in Charters across the country, at the JA Canada, JA Canada Foundation and Charter Boards of Directors whose selfless commitment is only surpassed by the immeasurable wealth of intellect, knowledge and acumen they bring to the organization.

It’s time to take a closer look at the impact of Junior Achievement in Canada!
The IMPACT of Junior Achievement in Canada.

JA makes a positive impact on Canada's economy.
By helping youth stay in school, encouraging entrepreneurship, and teaching financial literacy skills, JA Canada creates an annual return to society of $45 for every $1 spent.

The annual impact on Canada's economy, directly attributed to the work of JA Canada, is $105 million.
Each year, $425 million can be attributed directly to the entrepreneurial activity of Achievers.

JA helps to fill a gap in Canada's education system.
By delivering engaging and effective business education programs to young Canadians, JA Canada helps to fill the need for financial literacy education in school.

JA Canada programs reach nearly a quarter-million Canadian students in more than 400 communities each year, and are delivered free-of-charge.

JA is a life changing event.
Participation in JA Canada programs provides a transformational event that alters ambitions and encourages Achievers to do more with their lives.

Over 65% of Achievers indicate that participation in JA Canada programs had a significant impact on staying in school and enrolling in post-secondary education.

70% of Achievers indicate that participation in a JA Canada program had a significant impact on their desire to be an entrepreneur.

JA graduates achieve higher levels of success.
Achievers save more, borrow less, and do better financially than the average Canadian. As a result, they are more self-reliant, put a lower burden on the social safety net, and they provide better for their own retirement.

JA IMPACT
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Junior Achievement helps to fill a gap in Canada’s education system.

When you take a closer look you’ll see that Junior Achievement’s unique programs allow students to experience and understand business while encouraging them to do more with their lives. Our programs enable young people to gain financial responsibility, make confident decisions, and become innovators.

Across Canada, we offer a suite of nine national programs. Designed to enhance the overall education levels of participants and prepare them for the business world, these programs act to augment elementary, middle and high school curricula with standardized and formalized business education.

In 2011, JA programs reached over 216,000 students in more than 400 communities, and were delivered by over 13,000 qualified business mentors. According to the BCG study, over 75 per cent of program participants credit JA as being the critical driver of their financial literacy skills, decision making skills, and analytic ability.

As an organization, JA impacts the most students and delivers the most programs. We provide not just quantity but also quality in terms of transforming the trajectory of participants. Our alumni therefore go on to provide significant positive impact, both for their employers and society at large.
Volunteer business leaders provide a unique learning experience

The unique learning experience provided to JA participants is rooted in the more than 13,000 volunteer mentors who, year after year, help deliver our programs.

Young people need positive role models to help them realize their full potential. Our mentors come from all walks of business life, yet they have many things in common: the desire to impart their enthusiasm for business, their ability to motivate students, and their willingness to share knowledge and experiences.

Through partnerships with and small, medium and large organizations, as well as individual business leaders, Junior Achievement of Canada is able to inspire, prepare and empower youth by offering them real-world knowledge of work readiness, financial literacy and entrepreneurship.

Professionally trained and screened, our experienced mentors provide a unique blend of experiential learning, business reality, and social leadership.

Each year, more than 13,000 dedicated business mentors deliver over 1.4 million hours of instructional time.

The H.E. Miskiman Leadership Award

The JA Canada Volunteer of the Year award was inspired by H.E. Miskiman. The award recognizes and honours volunteers from all sectors of our organization who advance the goals of Junior Achievement both locally and nationally.

Congratulations to Barbara Brink C.M., O.B.C., our 2010 award recipient!

Barbara was recruited to the Business Laureates of British Columbia Hall of Fame in its inaugural year as Co-Chair and continues to serve in this capacity. Barbara’s contribution to the Hall of Fame Gala Dinner has helped to raise nearly $2 million and has made the event a premier business event in Vancouver.

In October 2007, Barbara further committed to JABC as a member of Board of Directors and is serving as the inaugural Chair of the Strategic Development Committee. In addition, Barbara sits on the JABC Fundraising Committee and the Nominating Committee.

Barbara has played an integral role in planning, developing and implementing JABC’s fundraising strategy and goals. In fact, in part due to Barbara’s vision and leadership, JABC secured a grant from the provincial government for $1 million and a legacy gift for $400,000.

Barbara does not seek traditional volunteer roles, but rather looks for gaps and applies herself to opportunities where she can apply innovative leadership. Her flair for fundraising and strategic decision-making, as well as her ability to recognize barriers and find solutions are a powerful inspiration.
Junior Achievement is a life changing event.

41st Annual Next Generation Leaders Forum

Each year, more than 100 youth business leaders are selected to attend the Next Generation Leaders Forum (NGL) for their high potential and the opportunity to advance their career.

Hosted in 2011 by the Queen’s School of Business in Kingston, Ontario, these future leaders connect with leading experts from business schools and industry to network at an international level, be inspired, and practice their business acumen.

NGL is recognized by JA Worldwide® as the premier international conference for Junior Achievement youth. This year’s conference welcomed delegates from 10 countries including Canada, Bahamas, Cayman Islands, Denmark, Hong Kong, India, Jamaica, Northern Ireland and Republic of Ireland, Norway, and the United States.

The NGL experience is a unique blend of personal growth, practical experience and confidence building. Achievers faced real business challenges and developed strategies in collaboration with their global peers.

Having developed the skills necessary to make their dreams a reality, students return to their countries, communities and schools with a new perspective on what is possible. The relationships and life skills they build last a lifetime as they progress into higher education and the workforce.

Participation in a Junior Achievement program provides a transformational event that alters ambitions and encourages Achievers to do more with their lives.

2011 Event Highlights

Team Meetings
Upon arrival, delegates were placed in teams and presented with the "The Ultimate Business Challenge." Students worked together to write a full business case, and present their findings to a panel of judges.

Network Session
Business is all about connections. The networking session presented delegates with the opportunity to learn about JA in other countries and share their own country’s business perspectives.

Workshops
Run by program sponsors, these interactive workshops are the cornerstone of learning at NGL. Delegates answered business-related questions, listened to guest speakers, and contributed to group-wide discussions.
Established by Junior Achievement of Canada in 1979, The Canadian Business Hall of Fame celebrates the lifetime accomplishments of Canada's most distinguished business leaders, past and present. Each year, Inductees are chosen for their enduring contributions to the economic development and prosperity of Canada. They become Companions to the Order of the Business Hall of Fame and receive the post-nominal designation C.B.H.F.

The nomination and selection process is sponsored by Knightsbridge Human Capital Solutions and an independent Selection Committee, representing Canada’s foremost business, academic and media organizations, oversees the process. Each May, at the Gala Dinner Induction Ceremony, Inductees are celebrated for their lifetime accomplishments and honoured for their vision, impact and service to the economy, community and our nation. As Companions, these Inductees will forever inspire and encourage Junior Achievement students and Canada’s future business leaders to reach their dreams.

The Canadian Business Hall of Fame Title Sponsor:

2011 Inductees (from left to right): W. Galen Weston, Seymour Schulich, Guy Laliberté, Aldo Bensadoun.

“Through the activities of JA and by way of accepting this award and honour, Canadian Business Hall of Fame Inductees share in the responsibility of stewarding our next generation of business leaders.” - Tom O’Neill
Junior Achievement graduates achieve higher levels of success.

On average, Achievers earn **50% more**, than those who do not benefit from Junior Achievement programs.

---

Peter Mansbridge Youth Leadership Award
Sponsored by: Mr. Peter Mansbridge
Siera Bearchell
JA Saskatchewan

Peter Mansbridge Positive Change Award
Sponsored by: Mr. Peter Mansbridge
Marie Corriveau Petrone
JA Quebec

Deloitte Inspiration Awards
Sponsored by: Deloitte
Siera Bearchell
JA Saskatchewan
Bryan Rice
JA Nova Scotia
Isabel Racine
JA Quebec
James Sun
JA Central Ontario

The Al Beech Memorial Award
Sponsored by: Ms. Lorraine Beech
Brittany Wolff
JA Central Ontario

The Richard Ivey School of Business, Entrepreneurship Institute Scholarship
Sponsored by: Richard Ivey School of Business Entrepreneurship Institute
Milica Trapara
JA London

The Evelyn Ruskin JA Corporate Awareness Scholarship
Sponsored by: The Hunter Family
(in memory of Evelyn Ruskin)
Jody Lussier
JA Nova Scotia

TD Canada Trust Fund Scholarship
Sponsored by: TD Canada Trust Fund
Emmett Harrison
JA Saskatchewan

The Seymour Schulich Entrepreneurship Scholarship
Sponsored by: Mr. Seymour Schulich
Nicole Lengies
JA Waterloo Region
Remeez Virji
JA Southern Alberta
Jasmine Kassam
JA Southern Alberta
Tiffany Chow
JA Southern Alberta
Milica Trapara
JA Southern Alberta
Sakshi Sharma
JA Southern Alberta
(Nigel Martin Memorial Award)
We sincerely thank the following individuals and organizations for helping make JA Canada a continuing success.

Mentors $100K +
- George Weston Limited
- Knightsbridge Human Capital
- Power Corporation of Canada
- BMO Capital Markets
- TD Bank Financial Group
- The Seymour Schulich Foundation
- Thomson Reuters

Role Models $50K - $99K
- Atila Group Inc.
- Bell Canada
- Business Development Bank of Canada
- Deloitte & Touche LLP
- Loblaw Companies Limited
- Manul, R.
- Scotiabank
- The Jim Pattison Group

Advocates $25K - $49K
- Barrant Gold Corporation
- BMO Capital Markets
- Bombardier Inc.
- CGI Group Inc.
- CIBC Capital Markets
- Cirque du Soleil Inc.
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- Coca-Cola Canada Ltd.
- Crease, P.
- Cusack Consulting Inc.
- Deloitte & Touche Foundation Canada
- Deloitte LLP
- Dominion University
- Edward Jones
- EY Foundation
- Ernst & Young Inc.
- Fairchild Gold Corporation
- Fairchild, L.
- First Ontario Foundation
- Fournier, R.
- Freshwater Management Ltd.
- Gaskin, R.
- George Weston Limited
- Great West Life Assurance Company
- Grant Thornton LLP
- HSBC Bank Canada
- IBM Canada Ltd.
- Innovation Canada
- ING Direct
- J.C. Penney Company, Inc.
- Jeter Inc.
- Kinross Gold Corporation
- Kraft Canada
- LabLife Medical Laboratory Services
- Limit & Spring (Canada) Inc.
- Magna International Inc.
- Maple Leaf Foods Inc.
- McCain Foods Limited
- McGill University
- Metro Inc.
- Metro Toronto Convention Centre
- Miller Thomson LLP
- National Bank Financial
- National Money Mart Company
- Nestle Canada Inc.
- New Gold Inc.
- Nipissing University
- Oshawa Airport Group
- Ogilvy Renault
- OMERS
- PeetCo Foods Canada
- Phi Delta Epsilon (Sigma Xi)
- Princeton University
- Race, D.H.
- Raymond James Ltd.
- Research in Motion Limited
- Ritz Carlton
- Ryerson University
- Sadio Inc.
- SAP Canada Inc.
- Sobeys Inc.
- TD Bank Financial Group
- The Seymore Schulich Foundation
- Thomson Reuters
- University of Toronto - Division of Advancement
- University of Western Ontario
- Vancity
- Vermont Communications Inc.
- Women Foods Inc.
- Wilfrid Laurier University
- Winstone, J.

Gifts-in-Kind
- Boston Consulting Group
- Deloitte & Touche LLP
- The Printing House

Scholarships
- Bursch, C.L.
- Deloitte & Touche Foundation Canada
- Hunter Family
- Mandeville, P.
- Richard Ivey School of Business
- Schulich, S.
- TD Bank Financial Group
- The Printing House

Investors $10K - $24K
- Accenture Inc.
- Acorns Corporation
- Acxsys Corporation
- Adecco Employment Services Limited
- Aeroplan
- Assurant Solutions
- Barclays Capital Canada, Inc.
- Bata Ltd.
- Borden Ladner Gervais LLP
- Becton Dickinson Canada
- Belden Canada
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- Binghamton University
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- Bonnati
- Brookfield Asset Management Inc.
- Clark, L.
- Compass Group Canada
- Corl Holdings Ltd.
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- CTY
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- Hudson’s Bay Company
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- J.C. Penney Company, Inc.
- Jeter Inc.
- Kinross Gold Corporation
- Kraft Canada
- LabLife Medical Laboratory Services
- Limit & Spring (Canada) Inc.
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- University of Western Ontario
- Vancity
- Vermont Communications Inc.
- Women Foods Inc.
- Wilfrid Laurier University
- Winstone, J.

We appreciate the generosity, experience, and guidance help make an IMPACT.

NATIONAL CONTRIBUTORS

Crawford, P.
- Huguenot Consulting Inc.
- Irving Oil Limited
- KPMG MLP
- Nad Goodman Investment Counsel Ltd.
- Queen’s School of Business
- The Printing House Limited
- XEROX Canada

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- Wilfrid Laurier University
- Winstone, J.
The Foundation brings the past, present and future of business together to develop a skilled, productive and innovative workforce.”

Jos Winternmans
President & CEO
LifeLabs International
Chair, JA Canada Foundation

“The board consists of dedicated individuals who are committed to building and growing JA in Canada.”

Louise Mitchell
Senior Vice President Sales, Client Strategy
Life and Health Products
TD Insurance
Chair, Board of Directors JA Canada

Boards of Directors

Junior Achievement of Canada Foundation

Lynne Clark
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Financial Services
Deloitte & Touche LLP

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McGeachy Farms 1997 Ltd.

Dr. Brian McMillan
President
Holland College

Jim Doherty
Vice President & General Manager
Central Sales Operations
Xerox Canada Limited

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Neil Harrison
Partner, Financial Services Industry Assurance and Advisory
Deloitte & Touche LLP

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Central Sales Operations
Xerox Canada Limited

Dr. Brian McMillan
President
Holland College

Lynne Clark
Senior Partner
Financial Services
Deloitte & Touche LLP

“Lo...
# Financial Overview

## Balance Sheet (As at June 30, 2011)

<table>
<thead>
<tr>
<th>Assets</th>
<th>Operating Fund</th>
<th>Restricted and Special Projects Fund</th>
<th>Operating Reserve Fund</th>
<th>Strategic Reserve Fund</th>
<th>Capital Asset Fund</th>
<th>Endowment Fund</th>
<th>Total 2011</th>
<th>Total 2010</th>
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<td>Current Assets</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>1,294,999</td>
<td>313,898</td>
<td>755,545</td>
<td>169,730</td>
<td>10,456</td>
<td>417,642</td>
<td>2,962,270</td>
<td>2,326,411</td>
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</table>

## Liabilities and Fund Balances

<table>
<thead>
<tr>
<th>Liabilities and Fund Balances</th>
<th>Operating Fund</th>
<th>Restricted and Special Projects Fund</th>
<th>Operating Reserve Fund</th>
<th>Strategic Reserve Fund</th>
<th>Capital Asset Fund</th>
<th>Endowment Fund</th>
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<th>Total 2010</th>
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<tr>
<td><strong>Total Liabilities and Fund Balances</strong></td>
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<td>313,898</td>
<td>755,545</td>
<td>169,730</td>
<td>10,456</td>
<td>417,642</td>
<td>2,962,270</td>
<td>2,326,411</td>
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## Statement of Operations and Changes in Fund Balances (For the year ended June 30, 2011)

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<th>Revenue</th>
<th>Operating Fund</th>
<th>Restricted and Special Projects Fund</th>
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<th>Endowment Fund</th>
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<th>Total 2010</th>
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<td>Contributions</td>
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<td>Youth Development Conferences</td>
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<td>Contests, Awards and Scholarships</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>2,258,240</td>
<td>500,639</td>
<td>5,100</td>
<td>690</td>
<td>-</td>
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<td>2,849,990</td>
<td>2,641,366</td>
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</table>

## Expenses

<table>
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<tr>
<th>Expenses</th>
<th>Operating Fund</th>
<th>Restricted and Special Projects Fund</th>
<th>Operating Reserve Fund</th>
<th>Strategic Reserve Fund</th>
<th>Capital Asset Fund</th>
<th>Endowment Fund</th>
<th>Total 2011</th>
<th>Total 2010</th>
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<tbody>
<tr>
<td>Organization and Project Management</td>
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<td>Contests, Awards and Scholarships</td>
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<td>-</td>
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<tr>
<td>Charter Support and Development</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>524,992</td>
<td>506,870</td>
</tr>
<tr>
<td>Program Development and Delivery</td>
<td>-</td>
<td>447,885</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>447,885</td>
<td>495,407</td>
</tr>
<tr>
<td>National IT Support and Development</td>
<td>209,650</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>209,650</td>
<td>200,349</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>1,687,950</td>
<td>476,012</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,173,462</td>
<td>2,394,787</td>
</tr>
</tbody>
</table>

## Changes in Fund Balances

<table>
<thead>
<tr>
<th>Changes in Fund Balances</th>
<th>Operating Fund</th>
<th>Restricted and Special Projects Fund</th>
<th>Operating Reserve Fund</th>
<th>Strategic Reserve Fund</th>
<th>Capital Asset Fund</th>
<th>Endowment Fund</th>
<th>Total 2011</th>
<th>Total 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess/(deficiency)</td>
<td>570,290</td>
<td>24,627</td>
<td>5,100</td>
<td>690</td>
<td>(8,468)</td>
<td>85,321</td>
<td>677,560</td>
<td>246,579</td>
</tr>
<tr>
<td>of revenues over expenses</td>
<td>747,029</td>
<td>154,243</td>
<td>510,445</td>
<td>69,040</td>
<td>14,404</td>
<td>352,597</td>
<td>1,847,960</td>
<td>1,601,381</td>
</tr>
<tr>
<td>Fund balances, beginning</td>
<td>(328,076)</td>
<td>8,352</td>
<td>240,000</td>
<td>100,000</td>
<td>-</td>
<td>(20,276)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Inter-fund transfers, net</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Excess/(deficiency)</strong></td>
<td>1,288,331</td>
<td>313,898</td>
<td>755,545</td>
<td>169,730</td>
<td>10,456</td>
<td>417,642</td>
<td>2,527,504</td>
<td>2,326,411</td>
</tr>
</tbody>
</table>

## JA Across Canada

**JA Canada**
www.jacan.org

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www.jabc.org

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