RIGHT TO PLAY

2021
Annual Report

PROTECT
EDUCATE
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<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message From Our Global Leadership</td>
<td>3</td>
</tr>
<tr>
<td>Message From Our U.S. Leadership</td>
<td>4</td>
</tr>
<tr>
<td>Our Mission</td>
<td>5</td>
</tr>
<tr>
<td>2021 Reach</td>
<td>6</td>
</tr>
<tr>
<td>Towards 2025</td>
<td>7</td>
</tr>
<tr>
<td>How Delice is Cultivating Creativity</td>
<td>8</td>
</tr>
<tr>
<td>Protect</td>
<td>9</td>
</tr>
<tr>
<td>Educate</td>
<td>10</td>
</tr>
<tr>
<td>Empower</td>
<td>11</td>
</tr>
<tr>
<td>Power of Partnerships</td>
<td>12</td>
</tr>
<tr>
<td>Global Donors and Supporters</td>
<td>13</td>
</tr>
<tr>
<td>U.S. Donor Acknowledgement</td>
<td>14</td>
</tr>
<tr>
<td>Ambassadors</td>
<td>15</td>
</tr>
<tr>
<td>Select 2021 Partners</td>
<td>16</td>
</tr>
<tr>
<td>Global Consolidated Financials</td>
<td>16</td>
</tr>
<tr>
<td>Boards of Directors</td>
<td>17</td>
</tr>
<tr>
<td>Officers</td>
<td>17</td>
</tr>
</tbody>
</table>
2021 was a year of great challenges for children. COVID-19 rolled back years of progress on the advancement of children's rights, especially those of girls. School closures pushed more children into poverty, child labor, early marriage and pregnancy, and widened the learning gap. The pandemic and other conflicts increased the incidence of mental health challenges in children and displaced more families from their homes.

We knew that a crisis of this scale meant that we must fight even harder to uphold the right every child has to a quality education and the hope of a better future.

Early in the year, we launched our 2021-25 strategic plan, charting an ambitious course that will see us lay the foundation to empower 110 million children by 2030 with the education, skills, and opportunities they need to rise above adversity and create a more peaceful and equitable world. Our POWER video resource provided 100 Right To Play games to teachers, coaches, and caregivers for the first time through an open-source platform. It is just one of the ways we are innovating to share 20 years of learning and expertise with an increasing number of children and organizations.

Throughout the year, when we spoke with our staff, junior leaders, coaches and community partners, we were constantly impressed by their creativity and commitment to making things happen for children. Our teams were full of new ideas about how we could lead the way in promoting children’s development even in the face of escalating and intersecting crises. In 2021, we collaborated on five studies with academic partners to examine how we can continue to evolve programs to meet children’s changing needs using new approaches, technology, and tools.

Results from education programs in Ghana showed 89% of girls were demonstrating leadership in their classes, up from 74% at the start of the program. Results from programs in Mali showed 35.5% of girls who were working in mines are now back in school or safer kinds of work. We also focused on impact at the governance level, building strength in our international and national advisory boards that will help us become an even more innovative and effective organization – sharing powerful learnings and best practices across geographies and cultures.

All of this work was only possible thanks to supporters like you. Thank you for standing by the world’s most vulnerable children during an extremely challenging year. We are proud and grateful to have you by our side as we continue to empower children to claim their right to a brighter future.

Susan McIsaac
CEO, Right To Play International

Dag Skattum
Chair, International Board of Directors
MESSAGE FROM OUR
U.S. LEADERSHIP

From Our National Director

Every year, Right To Play works to protect, educate, and empower over 1.52 million children by harnessing one of the most powerful and fundamental forces in their lives, the power of play.

This year, as we began to emerge from the height of the pandemic, returned to the office and the playground, and were able to again convene and connect, we set to work on implementing our ambitious 5 Year Strategic Plan (2021-2026). Our focus this year was on three pathways to scaling Right To Play’s global impact.

One Right To Play: This year we emphasized that it doesn’t matter where we work (or play!), we all share the same passion for our mission. We are a one Right To Play global movement, working together, and skipping in the same direction.

The Power of Partnering: This year we recognized that we do not need to go it alone, and that we do better when we embrace the power of partnership. We worked with our fantastic Board of Directors, and with institutional donors (Avery Dennison, LDS Charities; KKR, The George Washington University), and technical partners (BRAC; UNICEF), each of which brought new resources, approaches and innovative thinking to the table.

New Ways of Working: This year we established new ways of embedding our work with local governments such as The Ministries of Education in Ethiopia and Ghana, and we leveraged global digital platforms to train even more teachers in the power of play.

We remain grateful to all of you in the Right To Play community. Whether you supported our programs; attended our events; or spread the word about RTP, on behalf of the children we serve, we thank you. Without the continued dedication of the exemplary US Board and staff and an amazing group of donors and partners, none of this would have been possible. Thank you for your continued generosity and support.

Warmest regards,

Rosemary Trent
National Director

From Our Board Chair

Dear Supporters,

Following another year of the global pandemic, 2021 was challenging for all children, especially those most vulnerable.

As a result, an additional 1.6 billion children have been affected by school closures, on top of the 265 million who were already excluded from full-time education. However, despite its challenges, the pandemic has given us one significant benefit – increased technology.

In partnership with several ministries of education, Right To Play has expanded our ability to better serve children and teachers across our program countries by developing virtual learning platforms and digitizing our play-based learning curriculum. Allowing us to reach 11.2 million students virtually, including areas once deemed inaccessible.

Through our efforts and continued innovation, Right To Play aims to reach 100 million children globally by 2030.

While the organization was brought to new and incredible heights under Mark Hantho's dedicated service and leadership as Board Chairman for the past ten years. I’m hopeful that myself and Right To Play’s remaining Board Members will be able to follow in his footsteps and continue his great work.

With ambitious plans to expand funding sources, grow our operations, and continue championing Right To Play’s mission worldwide, I’m confident we’ll make you, our most loyal supporters, proud.

With Gratitude,

Rob Pulford
Board Chair
OUR MISSION

To protect, educate, and empower children to rise above adversity using the power of play.

We play for change in four key areas:

QUALITY EDUCATION
In Ghana, 73% of girls in Right To Play-supported schools are reading better and faster since the start of programs, compared to 60% of girls in unsupported schools.

GIRLS’ EMPOWERMENT
In Pakistan, the number of girls in a Right To Play program who reported experiencing corporal punishment dropped from 67% at the start to 36% by the end.

HEALTH & WELL-BEING
In Uganda, 97% of children showed life skills like independence, confidence, and a positive sense of identity, up from 76% at the project’s start.

CHILD PROTECTION
In Mali, the number of children reporting child labor in their community dropped from 83% at the start of the program to 35% at the end.
2021 REACH

Where We Work
We serve children in 15 countries in Africa, Asia, the Middle East, and North America, supported by 8 national offices across Europe and North America.

How Donors Are Helping Children
The continued support of our donors allows us to run play-based programs for quality education, girls’ empowerment, child protection, and health and well-being.

Where the Money Goes

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs</td>
<td>$438,872,878</td>
<td>84.9%</td>
</tr>
<tr>
<td>Fundraising &amp; Administration</td>
<td>$7,793,979</td>
<td>15.1%</td>
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</tbody>
</table>

Where the Money Comes From

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governments</td>
<td>$18,844,725</td>
<td>34.7%</td>
</tr>
<tr>
<td>Foundations</td>
<td>$18,390,867</td>
<td>33.8%</td>
</tr>
<tr>
<td>Individuals &amp; Corporations</td>
<td>$14,965,756</td>
<td>27.5%</td>
</tr>
</tbody>
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1,524,200 children and 15,119 youth participated in play-based program activities, 50% were girls.

542,539 parents and caregivers were mobilized to support their children's growth.

80,931 children who are refugees were supported in 67 communities.

9,609 youth leaders engaged their peers to build self-confidence and positive life skills.
Launching a New Strategic Plan

2021 marked the first year of our new strategic plan, a bold new vision to empower 100 million children by 2030 with the education, skills, and opportunities they need to rise above adversity and create a more peaceful and equitable world.

Over the next five years, we will strengthen systems that drive positive outcomes for children and support their development through our focus on six strategic priorities.

Focus on the Most Vulnerable Children
Transform the lives of children in countries with low and medium measurements of development, children living in countries with large refugee populations, and Indigenous children in Canada.

Deliver Impact in Four Key Outcome Areas
Drive to improve children’s access to quality education, gender equality, child protection, and health and well-being.

Leverage Our Unique Expertise in Play
Incorporate new kinds of play into our existing expertise to unlock children’s potential for success and become a global leader in improving development outcomes for them.

Multiply Our Impact Using Technology
Create digital tools and resources to train and support more educators who will reach more children than ever before.

Integrate at a Global Scale
Increase Right To Play’s ability to swiftly transfer innovations, lessons, and resources from region to region.

Expand Through Collaboration and Engagement
Become a partner of choice and engage a worldwide base of supporters to help children achieve their full potential.
Let’s Protect the Crested Crane
A poem by Delice

I start by praising the Crested Crane.
Crested crane supports development.
Crested crane attracts visitors.
They come to see how amazing they are and get foreign income.
The Crested Crane lives in forests and mostly in swamps.
I can’t forget to narrate about its appearance.
Crested Crane, you bring about peacefulness. Crested Crane, you look so attractive.
You bring peace, and that peace spreads everywhere. We feel so good.
Visitors come in big numbers.
They see how it looks surrounded by its chicks.
They see how it takes care of its chicks.
You are shining as you are the most beautiful.
And this makes Rwanda most attractive, even if it is not easily found in Rwanda.
Let’s keep it safe everywhere. Let’s protect it against wrongdoers.
Among those wrongdoers, we can speak of hunters.
Hunters, do not forget the Crested Crane, but keep them safe.
Let’s protect Crested cranes because they are very important for Rwanda.
We need to protect them and take care of them, to be helpful.
They attract visitors who happily come to see them,
And our country Rwanda keeps developing.
Keep developing, Rwanda, as you have your wonders.

Delice’s poem was originally written in Kinyarwanda.
PROTECT

We help children learn how to guard themselves against abuse and exploitation. We create spaces where children feel safe and respected. We teach adults to build stronger relationships with children and to defend their rights. We empower children to heal and grow from trauma by supporting their psychosocial development.

PROTECTING GIRLS FROM VIOLENCE
Better data on gender-based violence will help us identify the most effective ways to prevent it. In 2021, we designed and piloted participatory tools for tracking gender-based violence and the barriers to success that girls face with the help of the Global Women’s Institute, Canada’s University of the Fraser Valley, Uganda’s Makerere University, and the American University of Beirut. These tools are being piloted in Uganda and Lebanon, where stakeholders come together and host workshops to discuss what they see as the most significant issues for girls and the most effective interventions to support them. Then they use these insights to generate contextual, locally informed analysis that will help develop programming that is responsive to girls changing needs.

RECOVERING FROM TRAUMA
Children experiencing displacement need to build strong familial, peer and community bonds to cope with negative emotions and recover from loss.

In Uganda, we brought together more than 1,200 youth and 400 parents from three refugee settlements for sports tournaments, play days, and workshops aimed at creating a sense of community and belonging, getting kids talking to one another and to their parents, and promoting a shared sense of responsibility for children’s well-being. The program is a partnership with AVSI Foundation, Youth Sport Uganda, the Uganda Olympic Committee and UNHCR, and was funded by the Olympic Refugee Foundation.

PROMOTING SEXUAL AND REPRODUCTIVE RIGHTS
Better access to sexual and reproductive health education empowers young women to take control of their bodies and their futures. In 2021, we formed a consortium that will deliver the Sexual Health and Reproductive Education (SHARE) project, which will help 225,000 teenagers in Ghana, Mozambique, and Uganda access sexual and reproductive health education and services. SHARE is a partnership with FAWE, FHI360, and Water Aid, funded by the Government of Canada.

STANDING UP TO FGM
Adèle is a youth leader in Tanzania, where she’s empowering young women to resist female genital mutilation (FGM) and child marriage. When a girl stops attending classes, Adèle and her club visit the girl’s home and speak to her parents about the value of education for girls and ask for their support in sending their daughter back to school.

“Like lots of other girls in my village, I was at risk of having my dreams cut short by a marriage or a pregnancy before I had finished school.” – Adèle, youth leader, Tanzania

70% of children felt safe in their communities at the end of the Jum Suka project in Mali, up from 39% at the start of the project.

65% of migrant youth in a program in Thailand were able to manage their emotions, compared to 23% at the start of the program.
Children are facing the greatest educational crisis of our generation. School closures in 2021 meant hundreds of millions of children lost months of education. They joined the millions of children who were already out-of-school prior to the pandemic. We helped children to access remote and informal learning opportunities, educators to strengthen school systems as they safely reopened, and out-of-school children to return and finish their education.

**TINKERING AND CODING**
Learning about tinkering, coding, and robotics is empowering Rwandan children to think critically, express their creativity, and build their leadership and teamwork skills. In 2021, Right To Play launched the Plug In Play program, an innovative new program that is supporting children to learn basic principles of technology (coding, tinkering, and making) through playful lessons. In partnership with the LEGO Foundation, we’re working with the Rwandan Ministry of Education to integrate playful learning into the science curriculum and train teachers on how to support students to engage in hands-on learning in the classroom.

**DATA-DRIVEN EMOTIONAL LEARNING**
Social and emotional life skills are crucial for children’s healthy development, helping them to advocate for themselves, cope with negative experiences, and forge stronger relationships with other people. In collaboration with the universities of Notre Dame and Dar es Salaam, we are pioneering a new tool that will measure how children develop context-appropriate social and emotional learning skills. With the rich new data collected by this testing, we will be able to more easily and rapidly identify the most effective methods of strengthening children’s holistic life skills across different programs and share those lessons where they can make the greatest differences for children.

**PARTNERING FOR SCALE**
We want to reach more children than ever before with the opportunity for active, experiential learning. Creating enduring and sustainable changes in children’s classroom experiences on a national scale means partnering with governments to strengthen teachers’ skills and support. In 2021, we continued to support the ministries of education in Rwanda and Ghana to integrate play-based methods into classrooms and curriculum delivery. We also introduced a new partnership with the LEGO Foundation and BRAC that will see us leverage our experiences in these contexts and support the ministry of education in Sierra Leone to integrate playful learning in primary classrooms.

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**BLAZING HER OWN TRAIL:**
Arfaana is the first member of her family to go to school. She convinced her father to let her go by refusing to take “no” for an answer. That same determination has only grown as she’s fallen in love with education. She wants to be a doctor, so when a teacher tried to transfer her to studying arts instead of science, she passed her science courses with top marks to prove she deserved to stay.

**READ MORE >**

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73% of girls in Right To Play-supported schools in Ghana improved their grade-appropriate reading fluency, compared to 60% of girls in unsupported schools.

26,239 teachers were trained to offer experiential play-based lessons and create safe, inclusive spaces for students.
In 15 countries, Right To Play-trained teachers and coaches filled classrooms and play spaces with energy and positivity, and gave children a reason and a way to fight against adversity and hold on to hope. Junior Leaders stood up against injustice and supported their peers to do the same. Girls claimed their rights to stay in school and in the game. And we shared our resources far and wide so more children and youth can be empowered through play.

MORE THAN WINNING:
Physical education can encourage gender stereotypes if it’s not taught properly. In the Palestinian Territories, girls are encouraged to skip PE class, while boys are sorted into sports teams and told to focus on winning. Hailham is a physical education teacher and coach who is challenging these norms and empowering girls to participate. He’s using physical education classes and after-school sports programs to create positive, supportive environments for all children. He helps boys understand that sports aren’t just about winning but about self-improvement, and he’s been encouraging girls’ participation in sports activities they are normally discouraged from. Hailham believes that every child can reach their potential when they have the right support. READ MORE >

THE P.O.W.E.R. OF PLAY
Open-access digital resources can empower more teachers, coaches, parents, and caregivers with tools to help children develop the life skills they need to thrive in today’s world. The Play Opportunities for Wellness and Education Resource (POWER) games video collection, released in 2021 with the support of the LEGO Foundation, makes more than a hundred Right To Play games freely available in English, French, and Arabic for the first time, for use at home and in school. The games empower educators and caregivers to teach children everything from managing their emotions and resolving conflicts to building trust and improving their self-esteem.

INCREASING GENDER EQUALITY IN SPORT
Gender-based violence and discrimination prevents girls in Senegal from claiming their rights or finishing their education. We are empowering Senegalese girls to become changemakers who can challenge the forces that are trying to limit their futures through the RECAF–Jeu project, funded by Global Affairs Canada. The program will use sport and play to help girls build their confidence, learn about their rights and address rights violations, and sensitize parents, caregivers, and other adults to the importance of gender equality. The project will also encourage positive masculinities amongst boys and provide girls with sports opportunities where they can develop their abilities and agency in safe, supportive spaces.

My aim is to prioritize the needs of my students and to show them their uniqueness and their strengths through sports.”
– Hailham, PE teacher and coach, Palestinian Territories

65% of boys showed strong leadership skills in Right To Play-supported schools in Mozambique, up from 57% at the start of the project.

1,617 coaches provided support and encouragement to children and youth.
Our supporters are a key part of Right To Play’s work, and together we achieved incredible results for vulnerable children and youth last year. Together, we reached more than 1.52 million children, and we’re highlighting a few examples of existing and new supporters who stepped up to demonstrate their generosity and commitment to our work and who’ve been instrumental to the US office over the last year.

**Kohlberg Kravis Roberts & Co. (KKR)**
Teachers play a crucial role in the holistic development of children. Right To Play works with 20,000 schoolteachers, local coaches, and mentors to create a healthy and safe learning environment for more than 1.52 million children annually. In 2021, Kohlberg Kravis Roberts & Co. (KKR) joined Right to Play to expand our global teacher training programs through a $500,000 grant. It is further increasing the reach of Right To Play’s Play-Based Learning (PBL) teacher training program to reach even more education professionals across the 15 countries where we work.

**Avery Dennison Foundation**
Despite significant measures to boost girls’ enrollment, an estimated 129 million girls are still out of school due to distance, socio-cultural barriers, gender-based violence, and early and forced marriage. The Avery Dennison Foundation provides direct support for projects that address gender equality, equity and opportunity and in 2021 committed $100,000 to Right To Play to help increase girls’ access to quality education in Burundi and Pakistan and ensure that they stay in school, meet performance objectives, and create a positive learning environment.

**The McCance Family Foundation**
The McCance Family Foundation has been a trusted supporter of our mission to protect, educate and empower children to rise above adversity and we are honored to partner with them as they give back through their philanthropy. Their multi-year commitment to help provide core organizational support is one of the best ways to build Right To Play’s capacity and sustainability. Unrestricted gifts like this allows Right To Play the flexibility to allocate resources according to program countries’ needs and respond to crises that best fit current challenges and opportunities—enabling us to meet our goals and increase the number of children who can benefit from play-based learning.
GLOBAL LEADERSHIP COUNCIL

This network of international leaders is committed to supporting our work. We thank our founding members for their leadership.

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This generous group of patrons have each donated more than USD $1 million to Right To Play. We are grateful for their ongoing partnership.

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The Steven B. Achelis Foundation
Tega Team Boosters
Karen Weber
Joel & Elaine Zuckerman

DONOR ACKNOWLEDGEMENT

Thank you to our USA donors and following funders that contributed USD $1,000 or more to Right To Play between January 1, 2021 to December 31, 2021. With you on our side, we can protect, educate, and empower more children around the world.

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The George Washington University
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Lydia Shrewsbree
Letha J. Terry and Pete O. Terry
Sales Transformation Group
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Tega Team Boosters
Karen Weber
Joel & Elaine Zuckerman
Thank you to all the Ambassadors who supported and amplified our work in 2021.

Nathan Adrian, Swimming, United States
Cheney Alcott, Alpine Skiing, United Kingdom
Kayla Alexander, Basketball, Canada
Bianca Andreescu, Tennis, Canada
Hara Anglowi, Golf, Switzerland
Bennie Blair, Speed Skating, United States
Brittany Bowe, Speed Skating, United States
Marco Buchel, Alpine Skiing, Switzerland
Dario Cologno, Cross-Country Skiing, Switzerland
Eva De Goede, Field Hockey, The Netherlands
Diggy Dex, Singer/Songwriter, The Netherlands
Sasha Digiulian, Rock Climbing, United States
Uschi Distl, Biathlon, Germany
Halvor Egner Granerud, Ski-Jumping, Norway
Allyson Felix, Track & Field, United States
Severin Freund, Ski Jumping, Germany
Akwasi Frimpong, Skeleton, The Netherlands
Roger Furrer, Golf, Switzerland
Jeana Helidrich, Beach Volleyball, Switzerland
Sarah Hughes, Ice Skating, United States
Zach Hyman, Ice Hockey, Canada
Henrik Ingebrigtsen, Athletics, Norway
Kjetil Jansrud, Alpine, Norway
Therese Johaug, Cross-Country, Norway
Hugo Koenig, TV Chef, The Netherlands
Bruno Kersch, Alpine Skiing, Switzerland
Petra Kvitova, Tennis, Czechia
Karym Kyle, Soccer, United States
Carlos Lima, Handball, Switzerland
Aksel Lund Svindal, Alpine, Norway
Rosie Maclellan, Gymnastics, Canada
Zahra Mahmodi, Soccer, Afghanistan
Sadou Mané, Football, Senegal
Mitali Magasu, Figure Skating, United States
Darnell Nurse, Ice Hockey, Canada
Rivkah Op Het Veld, Sports Journalist, The Netherlands
Suzanne Pettersen, Golf, Norway
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Casper Ruud, Tennis, Norway
Pien Sanders, Field Hockey, The Netherlands
Maximilian Schachmann, Cycling - Road, Germany
Anna Schaffelhuber, Para Alpine Skiing, Germany
Lauritz Schoof, Rowing, Germany
Alex & Haia Shibutani, Ice Dancing, United States
Pascal Siakam, Basketball, Cameroon
Birgit Skarstein, Rowing, Cross-Country, Norway
Fanny Smith, Ski Cross, Switzerland
Lauren Stam, Field Hockey, The Netherlands
Jeroen Steekelenburg, Sports Journalist, The Netherlands
Johannes Thingnes Bo, Biathlon, Norway
Thijs Van Dam, Field Hockey, The Netherlands
Tessa Veldhuis, Rugby, TV Host, The Netherlands
Anouk Vergé-Dépré, Beach Volleyball, Switzerland
Anouk Vetters, Athletics, The Netherlands
Hayley Wickenheiser, Ice Hockey, Canada
Erica Wiebe, Wrestling, Canada
Matts Zuccarello, Ice Hockey, Norway
**SELECT 2021 PARTNERS**

We are deeply thankful to the following global partners who showed significant commitment to Right To Play in 2021 by generously providing funding, supporting program implementation, and amplifying awareness of the impact of our work at a global level.

---

**GLOBAL CONSOLIDATED FINANCIALS**

**For the year ended December 31, 2021**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
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<tr>
<td>Current assets</td>
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<tr>
<td>Cash</td>
<td>38,489,497</td>
<td>35,836,286</td>
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<tr>
<td>Contributions receivable</td>
<td>5,441,000</td>
<td>3,218,893</td>
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<td>Harmonized Sales Tax receivable</td>
<td>717,277</td>
<td>128,636</td>
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<td>Prepaid and other expenses</td>
<td>1,221,976</td>
<td>1,229,921</td>
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<td></td>
<td>45,329,750</td>
<td>39,513,726</td>
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<td>Capital assets</td>
<td>554,421</td>
<td>540,722</td>
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<tr>
<td></td>
<td>45,884,171</td>
<td>45,454,448</td>
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<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
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<tr>
<td>Current liabilities</td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
<td>4,449,590</td>
<td>4,332,604</td>
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<tr>
<td>Deferred contributions</td>
<td>26,963,901</td>
<td>22,618,641</td>
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<td>Deferred lease inducement</td>
<td>35,756</td>
<td>33,155</td>
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<td>Long-term liability</td>
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<tr>
<td>Deferred lease inducement</td>
<td>268,749</td>
<td>196,719</td>
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<td>Deferred capital contributions</td>
<td>587,159</td>
<td>816,902</td>
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<td>30,505,155</td>
<td>27,791,142</td>
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<tr>
<td><strong>Net assets</strong></td>
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<tr>
<td>Invested in capital assets</td>
<td>308,796</td>
<td>74,354</td>
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<td>Internally restricted net assets</td>
<td>4,155,762</td>
<td>4,155,702</td>
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<td>Unrestricted</td>
<td>10,914,438</td>
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<td>15,575,916</td>
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<td></td>
<td>45,884,171</td>
<td>45,454,448</td>
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<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>Restricted</td>
<td>38,479,980</td>
<td>32,447,784</td>
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<td>Unrestricted</td>
<td>13,917,991</td>
<td>13,704,956</td>
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<td>Government subsidies</td>
<td>1,776,630</td>
<td>2,846,275</td>
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<td>Total Revenue</td>
<td>54,370,607</td>
<td>49,235,955</td>
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<tr>
<td><strong>Expenses</strong></td>
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<tr>
<td>Program expenses</td>
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<tr>
<td>Program implementation</td>
<td>42,202,904</td>
<td>37,207,734</td>
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<tr>
<td>Public awareness and education</td>
<td>1,449,974</td>
<td>1,325,449</td>
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<tr>
<td>Total program expenses</td>
<td>43,652,878</td>
<td>38,533,183</td>
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<tr>
<td>Non-program expenses</td>
<td></td>
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<tr>
<td>Administrative</td>
<td>4,120,203</td>
<td>2,240,988</td>
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<tr>
<td>Fund raising</td>
<td>3,075,710</td>
<td>4,444,106</td>
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<tr>
<td>Total non-program expenses</td>
<td>7,773,919</td>
<td>6,685,094</td>
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<tr>
<td>Total expenses</td>
<td>51,035,797</td>
<td>45,628,276</td>
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<tr>
<td>Excess of revenue over expenses</td>
<td>2,848,374</td>
<td>3,640,172</td>
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</tbody>
</table>
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