

COMMUNITY FUTURES ALBERTA SOUTHWEST

FINANCIAL STATEMENTS

For the year ended March 31, 2021

COMMUNITY FUTURES ALBERTA SOUTHWEST
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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Community Futures Alberta Southwest

Opinion

We have audited the financial statements of Community Futures Alberta Southwest, which comprise the statement of financial position as at March 31, 2021, the statement of change in fund balances, and the statement of operations and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Community Futures Alberta Southwest as at March 31, 2021, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Community Futures Alberta Southwest in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Community Futures Alberta Southwest's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Community Futures Alberta Southwest or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Community Futures Alberta Southwest's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT, continued

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Fort Macleod, Alberta
June 24, 2021

Avail LLP

Chartered Professional Accountants

COMMUNITY FUTURES ALBERTA SOUTHWEST
STATEMENT OF FINANCIAL POSITION
As at March 31, 2021

	Loan investment funds					2021 Total	2020 Total
	Operating Fund	WD Non- Repayable Investment Fund	Conditionally Repayable Investment Fund	WD Conditionally Repayable EDP Fund	Regional Relief and Recovery Fund		
ASSETS							
Current							
Cash and short-term investments (note 3)	\$ 130,839	\$ 336,505	\$ 970,243	\$ 291,114	\$ -	\$ 1,728,701	\$ 1,643,747
Accounts receivable	2,825	-	-	-	-	2,825	1,810
Inventory	10,065	-	-	-	-	10,065	10,431
Advances to/from other funds	-	2,408	27,885	-	-	30,293	1,393
Current portion of loans receivable	-	171,287	154,109	-	-	325,396	404,004
	143,729	510,200	1,152,237	291,114	-	2,097,280	2,061,385
Loans receivable (note 4)	-	1,523,678	837,575	-	3,280,000	5,641,253	2,089,902
Capital assets (note 5)	247,639	-	-	-	-	247,639	257,976
	\$ 391,368	\$ 2,033,878	\$ 1,989,812	\$ 291,114	\$ 3,280,000	\$ 7,986,172	\$ 4,409,263
LIABILITIES AND FUND BALANCES							
Current liabilities							
Accounts payable and accrued liabilities	\$ 80,975	\$ -	\$ -	\$ -	\$ -	\$ 80,975	\$ 38,792
Deferred revenue (note 6)	14,748	-	-	-	-	14,748	24,580
Advances to/from other funds	30,293	-	-	-	-	30,293	1,393
	126,016	-	-	-	-	126,016	64,765
Repayable investment funds (note 7)	-	-	800,000	200,000	3,280,000	4,280,000	1,000,000
	126,016	-	800,000	200,000	3,280,000	4,406,016	1,064,765
Fund Balances							
Invested in capital assets	247,639	-	-	-	-	247,639	257,976
Externally restricted	-	2,033,878	1,189,812	91,114	-	3,314,804	3,069,732
Unrestricted	17,713	-	-	-	-	17,713	16,790
	265,352	2,033,878	1,189,812	91,114	-	3,580,156	3,344,498
	\$ 391,368	\$ 2,033,878	\$ 1,989,812	\$ 291,114	\$ 3,280,000	\$ 7,986,172	\$ 4,409,263

Approved on behalf of the board

Director 

Director 

COMMUNITY FUTURES ALBERTA SOUTHWEST
STATEMENT OF OPERATIONS
For the year ended March 31, 2021

	Loan investment funds					2021 Total	2020 Total
	Operating Fund	WD Non- Repayable Investment Fund	WD Conditionally Repayable Investment Fund	WD Conditionally Repayable EDP Fund	Regional Relief and Recovery Fund		
Revenue							
Western Economic Diversification contributions (schedule 1)	\$ 405,951	\$ -	\$ -	\$ -	\$ -	\$ 405,951	\$ 294,963
Interest from clients	5	97,860	69,935	-	-	167,800	153,276
Interest from bank	736	2,352	21,772	5,126	-	29,986	39,261
Miscellaneous	9,368	-	-	-	-	9,368	9,416
	416,060	100,212	91,707	5,126	-	613,105	496,916
Expenses							
Wages and benefits	169,802	-	-	-	-	169,802	166,869
RRRF operating expenses	125,736	-	-	-	-	125,736	-
Provision for credit losses	-	-	40,000	-	-	40,000	19,600
Professional fees	10,448	-	-	-	-	10,448	11,195
Staff meetings/conferences	9,616	-	-	-	-	9,616	6,222
Office and administration	8,029	-	-	-	-	8,029	4,364
Advertising and promotion	6,798	-	-	-	-	6,798	7,414
Equipment repairs and maintenance	6,544	-	-	-	-	6,544	205
Travel	5,910	-	-	-	-	5,910	10,904
Telephone and fax	5,001	-	-	-	-	5,001	4,303
Utilities	4,945	-	-	-	-	4,945	5,036
Board member expenses	4,633	-	-	-	-	4,633	22,533
Community economic development	4,372	-	-	-	-	4,372	43,999
Insurance	4,347	-	-	-	-	4,347	4,183
FDI project	3,075	-	-	-	-	3,075	5,000
Property taxes	2,807	-	-	-	-	2,807	2,900
Contract service	2,400	-	-	-	-	2,400	2,400
Memberships and subscriptions	2,340	-	-	-	-	2,340	1,968
Program and contract delivery	2,030	-	-	-	-	2,030	1,845
Electronic ex-net	1,400	-	-	-	-	1,400	2,290
Maps	367	-	-	-	-	367	92
Amortization	16,989	-	-	-	-	16,989	16,947
	397,589	-	40,000	-	-	437,589	340,269
Excess of revenue over expenses before other income and expenses	18,471	100,212	51,707	5,126	-	175,516	156,647
Other expenses/(income)							
Gain on sale of investments	-	-	-	-	-	-	(17,060)
Unrealized (gain) loss on investments	-	(62)	(56,777)	(3,303)	-	(60,142)	53,908
	-	(62)	(56,777)	(3,303)	-	(60,142)	36,848
Excess of revenue over expenses	\$ 18,471	\$ 100,274	\$ 108,484	\$ 8,429	\$ -	\$ 235,658	\$ 119,799

COMMUNITY FUTURES ALBERTA SOUTHWEST
STATEMENT OF CHANGES IN FUND BALANCES
For the year ended March 31, 2021

	Loan investment funds					2021 Total	2020 Total
	Operating Fund	WD Non- Repayable Investment Fund	WD Conditionally Repayable Investment Fund	WD Conditionally Repayable EDP Fund	Regional Relief and Recovery Fund		
Invested in capital assets							
Beginning of year	\$ 257,976	\$ -	\$ -	\$ -	\$ -	\$ 257,976	\$ 274,923
Purchase of capital assets	6,652	-	-	-	-	6,652	-
Amortization	(16,989)	-	-	-	-	(16,989)	(16,947)
End of year	247,639	-	-	-	-	247,639	257,976
Externally restricted							
Beginning of year	-	1,933,604	1,053,443	82,685	-	3,069,732	2,933,708
Excess of revenue over expenses	-	100,274	108,484	8,429	-	217,187	136,025
Interfund transfers (note 8)	-	-	27,885	-	-	27,885	-
End of year	-	2,033,878	1,189,812	91,114	-	3,314,804	3,069,733
Unrestricted							
Beginning of year	16,790	-	-	-	-	16,790	16,067
Excess (deficiency) of revenue over expenses	18,471	-	-	-	-	18,471	(16,225)
Purchase of capital assets	(6,652)	-	-	-	-	(6,652)	-
Amortization	16,989	-	-	-	-	16,989	16,947
Interfund transfers (note 8)	(27,885)	-	-	-	-	(27,885)	-
End of year	17,713	-	-	-	-	17,713	16,789
	\$ 265,352	\$ 2,033,878	\$ 1,189,812	\$ 91,114	\$ -	\$ 3,580,156	\$ 3,344,498

COMMUNITY FUTURES ALBERTA SOUTHWEST
STATEMENT OF CASH FLOWS
For the year ended March 31, 2021

	Loan investment funds					2021 Total	2020 Total
	Operating Fund	WD Non- Repayable Investment Fund	WD Conditionally Repayable Investment Fund	WD Conditionally Repayable EDP Fund	Regional Relief and Recovery Fund		
Cash flows from operating activities							
Excess of revenue over expenses	\$ 18,471	\$ 100,274	\$ 108,484	\$ 8,429	\$ -	\$ 235,658	\$ 119,799
Items not involving cash							
Amortization	16,989	-	-	-	-	16,989	16,947
Provision for credit losses	-	-	40,000	-	-	40,000	19,600
	35,460	100,274	148,484	8,429	-	292,647	156,346
Net change in non-cash working capital items							
Accounts receivable	(1,015)	-	-	-	-	(1,015)	169
Inventory	366	-	-	-	-	366	92
Accounts payable and accrued liabilities	42,183	-	-	-	-	42,183	26,345
Deferred revenue	(9,832)	-	-	-	-	(9,832)	-
Advances to/from other funds	1,015	4,074	(27,885)	-	-	(22,796)	-
	68,177	104,348	120,599	8,429	-	301,553	182,952
Cash flows from lending activities							
Loan payments	-	331,251	194,302	-	40,000	565,553	498,820
Loan advances	-	(416,384)	(323,194)	-	(3,320,000)	(4,059,578)	(964,239)
Accrued interest on loan portfolio	-	(10,553)	(8,165)	-	-	(18,718)	(10,757)
Proceeds from investment funds	-	-	-	-	3,280,000	3,280,000	-
	-	(95,686)	(137,057)	-	-	(232,743)	(476,176)
Cash flows from investing activities							
Purchase of capital assets	(6,652)	-	-	-	-	(6,652)	-
Increase (decrease) in cash	61,525	8,662	(16,458)	8,429	-	62,158	(293,224)
Cash, beginning of year	69,314	332,932	958,816	282,685	-	1,643,747	1,936,971
Cash, end of year	\$ 130,839	\$ 336,505	\$ 970,243	\$ 291,114	\$ -	\$ 1,728,701	\$ 1,643,747

COMMUNITY FUTURES ALBERTA SOUTHWEST
NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2021

1. Nature of operations

Community Futures Alberta Southwest is a community based non-profit society that has been established to provide loan and financial services to small businesses that are otherwise unable to obtain financing. The organization is registered as a society under the laws of the Province of Alberta and is exempt from income tax under paragraph 149 1(l) of the Income Tax Act.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

(a) Cash and short-term investments

Cash and short-term investments consist of amounts on deposit with banking institutions, funds held in the Community Futures Lending Investment Pool and funds held in a Guaranteed Investment Certificate.

(b) Revenue recognition

Restricted contributions related to general operations are recognized as revenue of the general fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

Unrestricted contributions are recognized as revenue of the general fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(c) Investments

Investments are recorded at fair value. Changes in fair value are recognized in the statement of operations.

(d) Allowance for loan impairment

The organization maintains an allowance that reduces the carrying value of the loans to their estimated realizable amount. The allowance is increased by a charge to income and reduced by write-offs, net of recoveries. Specific provisions are established through examination of individual loans in order to reduce their book values to their estimated net realizable values. Estimated realizable values are determined by reference to their underlying security.

(e) Capital assets

Purchased property and equipment are recorded at cost. Contributed property and equipment are recorded at fair market value at the date of the contribution. Amortization is provided for on a straight-line basis over the assets' estimated useful lives.

Computer equipment	3 1/2 years
Office equipment	5 years
Paving	20 years
Building	20 years

One-half the normal rate of amortization is recorded in the year of acquisition.

COMMUNITY FUTURES ALBERTA SOUTHWEST
NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2021

2. Significant accounting policies, continued

(f) Fund accounting

The organization follows the restricted fund method of accounting for contributions.

The operating fund reports all assets, liabilities, revenue and expenses to carry out community development and administrative activities and the assets, liabilities, revenue and expenses related to the organization's property and equipment.

The WD Non-Repayable Investment Fund is a non-repayable contribution that is restricted in accordance with the Community Futures Program. All revenue from loans approved under the investment fund and all repayments on account of principal shall be credited to the investment fund. This agreement is in effect from the date it is signed by the Government of Canada until seven years following the end of the funding period.

The WD Conditionally Repayable Investment Fund is a repayable contribution that is restricted in accordance with the Community Futures Program. All revenue from loans approved under the repayable investment fund and all repayments on account of principal shall be credited to the repayable investment fund. Effective April 1, 2001, the repayable western youth entrepreneur investment fund has been merged with the repayable investment fund, as per direction from the Minister of Western Economic Diversification. As a result, \$219,840 was transferred from the repayable youth fund to the repayable investment fund. The amount repayable will be the original investment contribution, net of any investment losses. Once the amount has been repaid in full, the obligation to repay the Minister will be terminated.

The WD Conditionally Repayable EDP Fund is a repayable contribution that is restricted in accordance with the Community Futures Program. Assistance may be provided to persons who have a disability due to physical or mental impairment such that the ability to perform at least one of the basic activities of self-employment or entrepreneurship is restricted. The maximum for any one business will normally be \$20,000.

Loans approved and disbursed under the WD Non-Repayable Investment Fund, the WD Conditionally Repayable Investment Fund, and the WD Conditionally Repayable EDP Fund are made for the purpose of investing in local businesses. The organization must demonstrate that the funds will be used to develop and diversify the local economy, to create or maintain employment by assisting local businesses to stabilize or expand, or to help entrepreneurs create new local businesses. Assistance to businesses will be provided in the form of loans, loan guarantees or equity participation.

The Regional Relief and Recovery Fund is used to account for repayable investment funds the organization received from the Government of Canada to provide loans for small and medium-sized enterprises to enable their recovery from economic disruptions caused by the COVID-19 pandemic.

(g) Equity in capital assets

The organization has chosen to continue to treat equity in capital assets as a separate component of fund balances.

COMMUNITY FUTURES ALBERTA SOUTHWEST
NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2021

2. Significant accounting policies, continued

(h) Financial instruments

The organization initially measures all of its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

(i) Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. Actual results could differ from those estimates.

Loans receivable and foreclosed assets are reported after management's evaluation as to their collectibility and estimated net realizable value. Other significant areas with measurement uncertainty are accounts receivable and allowance for doubtful accounts, amortization of tangible capital assets, and deferred revenue. By their nature, these estimates are subject to measurement uncertainty and the impact on the financial statements of future periods could be material.

3. Cash and short-term investments

Included in cash and short-term investments are investments held in Community Futures Lending and Investment Pool (CFLIP) of \$936,607 (cost of \$879,765) with a variable interest rate depending on the performance of the investments. Interest earned in 2021 was between 2 and 4%. The 2020 CFLIP balance was \$855,490 (cost of \$858,790).

In addition, cash includes guaranteed investment certificates for \$410,885 (2020 - \$402,610) bearing interest between 0.50 and 2.06% (2020 - 1.3 to 2.02%). The investments mature in April 2021, May 2021, November 2024 and November 2025.

COMMUNITY FUTURES ALBERTA SOUTHWEST
NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2021

4. Loans receivable

Outstanding loans to entrepreneurs are interest bearing at fixed rates varying from 5.0% to 7.0% with monthly blended principal and interest repayments amortized for terms of between 12 and 180 months. Security is taken on these loans as appropriate and includes personal guarantees, general security agreements covering personal and business assets, assignment of insurance, and mortgages on land and buildings.

	Recorded loan	Accrued interest	Allowance	Carrying value	Current portion	Long-term portion
WD Non-repayable Investment Fund	\$ 1,660,155	\$ 34,810	\$ -	\$ 1,694,965	\$ 171,287	\$ 1,523,678
WD Conditionally Repayable Investment Fund	1,056,543	13,155	(78,013)	991,685	154,109	837,575
Regional Relief and Recovery Fund	3,280,000	-	-	3,280,000	-	3,280,000
	<u>\$ 5,996,698</u>	<u>\$ 47,965</u>	<u>\$ (78,013)</u>	<u>\$ 5,966,650</u>	<u>\$ 325,396</u>	<u>\$ 5,641,253</u>

Included in the WD Non-repayable Investment Fund are five loans with balances over \$150,000, totaling \$837,374, along with two loans in the WD Conditionally Repayable Fund over \$150,000, with a total balance of \$329,467.

During the year, there were the following changes in the allowance for doubtful accounts:

	Beginning balance	Provision	Write-offs	Reversals	Ending balance
WD Conditionally Repayable Investment Fund	\$ 40,000	\$ 40,000	\$ (1,987)	\$ -	\$ 78,013

5. Capital assets

	Cost	Accumulated amortization	2021 Net	2020 Net
Land	\$ 45,000	\$ -	\$ 45,000	\$ 45,000
Building	238,123	44,656	193,467	205,373
Paving	6,652	166	6,487	-
Office equipment	16,086	13,850	2,236	3,727
Computer equipment	12,711	12,262	450	3,876
	<u>\$ 318,572</u>	<u>\$ 70,934</u>	<u>\$ 247,640</u>	<u>\$ 257,976</u>

COMMUNITY FUTURES ALBERTA SOUTHWEST
NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2021

6. Deferred revenue

	Opening	Received	Spent	Closing
Western Economic Diversification	\$ 24,580	\$ 294,963	\$ 280,215	\$ 14,748

Deferred revenue represents funding received that is related to subsequent years.

7. Repayable investment funds

Western Economic Diversification contributions are required to be maintained in particular funds. These contributions are available solely for the mandate of each fund.

In prior years, Western Economic Diversification provided contributions totaling \$1,000,000 to improve access to capital for qualifying business.

Upon notice of the Minister of Western Economic Development (the "Minister"), the organization must repay the lesser of the uncommitted cash balance with each of these funds and the amount of the repayable contributions within each funds. As of March 31, 2021, no such notice has been given by the Minister.

In the current year the Government of Canada provided contributions totalling \$3,280,000 for the Regional Relief and Recovery Fund. The contributions are repayable net of any loan forgiveness, losses and loan collection fees.

8. Interfund transfers

Interfund transfers are made up of the following: \$27,885 as per Western Economic Diversification policy for carryforward of core operating surpluses allowing for previous loan fund interest that was transferred into operating funds to be transferred back to Community Futures loan funds. Funds were transferred from Repayable funds in 2017 for office purchase and renovations.

COMMUNITY FUTURES ALBERTA SOUTHWEST
NOTES TO THE FINANCIAL STATEMENTS
For the year ended March 31, 2021

9. COVID-19

Events have occurred as a result of the COVID-19 (coronavirus) pandemic that have caused economic uncertainty. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government responses, remain unclear at this time.

Some of the key impacts include, but are not limited to, interruptions of production and supply chains, unavailability of personnel, reductions in revenue, decline in value of financial investments, disruptions or stoppages in non-essential travel, and the closure of facilities and businesses.

The organization's revenues increased due to receiving additional operating funding for the increased costs associated with acting as an agent to disburse the Regional Relief and Recovery Fund. Cash flows were also affected as the organization allowed clients to defer principal payments for the two month period April and May, 2020. The organization is following Government guidelines and has developed policies to ensure the safety of employees is maintained. Management is not aware of any material impacts that will further impact the financial assets or liabilities of the organization due to the pandemic.

The situation is continually changing and the future impact on the organization is not readily determinable at this time.

10. Financial instruments

Credit risk

The organization is exposed to credit risk on the loans receivables with its customers. In order to reduce credit risk, the organization has adopted credit policies which include the analysis of the financial position of its customers and the regular review of the loan portfolio. The organization does not have significant exposure to any individual customer or counterpart.

Interest rate risk

Interest rate risk refers to the potential impact of changes in interest rates on the organization's earnings when maturities of its financial liabilities are not matched with the maturities of its financial assets. At March 31, 2021, the increase or decrease in net earnings for each one percent in interest rates would not have a significant effect on net earnings.

11. Economic dependence

The organization is economically dependent on Western Economic Diversification for its operating fund.

12. Subsequent event

Subsequent to year-end, the organization borrowed an additional \$500,000 in Regional Relief and Recovery Funds for the purpose of loan disbursement.

COMMUNITY FUTURES ALBERTA SOUTHWEST
SCHEDULE OF OPERATING FUNDS
For the year ended March 31, 2021

	WD Operating Fund	Regional Relief & Recovery Fund	Total
Revenue			
Revenue	\$ 294,963	\$ 151,000	\$ 445,963
Deferred revenue	(14,748)	-	(14,748)
Unspent funds repaid	-	(25,264)	(25,264)
Western Economic Diversification contributions	280,215	125,736	405,951
Expenses			
Wages and benefits	169,802	6,500	176,302
Community economic development	4,372	101,364	105,736
Advertising and promotion	6,798	9,971	16,769
Equipment repairs and maintenance	6,544	6,263	12,807
Professional fees	10,448	-	10,448
Office and administration	8,029	1,638	9,667
Staff meetings/conferences	9,616	-	9,616
Telephone and fax	5,001	-	5,001
Utilities	4,945	-	4,945
Board member expenses	4,633	-	4,633
Insurance	4,347	-	4,347
Travel	3,743	-	3,743
FDI project	3,075	-	3,075
Property taxes	2,807	-	2,807
Contract service	2,400	-	2,400
Memberships and subscriptions	2,340	-	2,340
Program and contract delivery	2,030	-	2,030
Electronic ex-net	1,400	-	1,400
	252,330	125,736	378,066
Excess of revenue over expenses	\$ 27,885	\$ -	\$ 27,885