

Kwantlen First Nation
Consolidated Financial Statements
March 31, 2016

Kwantlen First Nation
Table of Contents
For the Year Ended March 31, 2016

Management's Responsibility	1
Independent Auditors' Report	2
Consolidated Statement of Financial Position	3
Consolidated Statement of Operations and Accumulated Surplus	4
Consolidated Statement of Changes in Net Debt	5
Consolidated Statement of Cash Flows	6
Consolidated Statement of Remeasurement Losses	7
Notes to the Consolidated Financial Statements	8
Schedule 1 - Consolidated Statement of Expenses by Object	20
Segmented Information	
Administration	21
Capital	22
Member and Community Services	23
Infrastructure	24
Housing	25
Health Services	26
Social Development	27
Education	28
Economic Development	29
Lands and Resources	31

Management's Responsibility

To the Members of Kwantlen First Nation:

The accompanying consolidated financial statements of Kwantlen First Nation are the responsibility of management and have been approved by the Chief and Council.

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Kwantlen First Nation Council is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the consolidated financial statements. The Council fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Council is also responsible for recommending the appointment of the Nation's external auditors.

MNP LLP is appointed by the Members to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Council and management to discuss their audit findings.

July 28, 2016

<u>(original signed by Carlo Zanuzzi)</u>	Director of Finance & Administration	<u>(original signed by Marilyn Gabriel)</u>	Chief
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Independent Auditors' Report

To the Members of Kwantlen First Nation:

We have audited the accompanying consolidated financial statements of Kwantlen First Nation, which comprise the consolidated statement of financial position as at March 31, 2016, and the consolidated statements of operations and accumulated surplus, remeasurement losses, changes in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Kwantlen First Nation as at March 31, 2016 and the results of its operations, changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chilliwack, British Columbia

July 28, 2016

MNP LLP

Chartered Professional Accountants

Kwantlen First Nation
Consolidated Statement of Financial Position
As at March 31, 2016

	2016	2015
Financial assets		
Cash	1,628,029	881,925
Short-term investments (Note 3)	3,664,091	2,867,931
Accounts receivable (Note 4)	729,829	2,440,375
Inventory for resale	99,514	105,449
	6,121,463	6,295,680
Restricted assets		
Trust funds (Note 5)	2,308,063	2,223,034
Interest reserve (Note 6)	369	25,263
Replacement reserve (Note 7)	33,184	23,095
	2,341,616	2,271,392
	8,463,079	8,567,072
Financial liabilities		
Bank indebtedness (Note 8)	352,143	313,775
Accounts payable and accrued liabilities (Note 9)	1,597,284	2,381,925
Deferred revenue (Note 10)	544,297	526,097
Long-term debt (Note 11)	14,131,573	14,906,138
Derivative instruments (Note 12)	997,549	947,513
Progress billings in excess of cost	-	2,183
	17,622,846	19,077,631
Net debt	(9,159,767)	(10,510,559)
Non-financial assets		
Tangible capital assets (Note 13)	20,243,757	20,356,470
Property under development	4,438,205	4,829,692
Other inventories	59,007	108,828
Prepaid expenses	141,712	13,801
	24,882,681	25,308,791
Accumulated surplus (Note 14)	15,722,914	14,798,232
Accumulated surplus is comprised of:		
Accumulated operating surplus	16,720,463	15,745,745
Accumulated remeasurement losses	(997,549)	(947,513)
	15,722,914	14,798,232

Approved on behalf of Chief and Council

(original signed by Marilyn Gabriel)

(original signed by Tumia Knott)

The accompanying notes are an integral part of these financial statements

Kwantlen First Nation
Consolidated Statement of Operations and Accumulated Surplus
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Indigenous and Northern Affairs Canada	1,673,745	1,673,745	4,935,780
INAC recovery	-	(3,691)	(20,037)
INAC reimbursement	-	8,639	22,326
Contracting services	3,222,850	3,287,632	2,655,775
Province of British Columbia	2,486,042	2,551,369	74,021
Commercial lease income	1,588,919	1,641,420	1,594,000
Merchandise sales	1,351,149	1,311,439	1,113,612
Forestry revenue	759,800	1,298,953	277,264
Land development	-	989,550	45,815
First Nations Health Authority	341,625	338,968	322,592
Rental income	88,839	133,710	110,872
Taxation	115,276	115,464	138,301
Interest income	54,464	75,706	99,575
Campground revenue	41,500	61,899	31,432
Canada Mortgage and Housing Corporation	46,642	46,642	46,642
Other income	114,853	36,740	103,749
New Relationship Trust	29,420	29,420	2,500
Sto:lo HRD	12,748	12,757	5,610
First Nations Tax Commission	5,000	5,000	-
Naut'sa mawt Tribal Council	2,864	2,864	2,864
BC Association of Aboriginal Friendship Centres	-	2,777	-
Gain on disposal of tangible capital assets	-	1,208	-
Donations	200	1,150	2,805
BC special distribution	600	595	583
BC Hydro	-	-	1,474,438
Other agencies	-	-	18,150
	11,936,536	13,623,956	13,058,669
Expenses			
Administration	1,277,248	1,312,440	1,111,170
Capital	701,528	773,177	808,731
Member and Community Services	713,210	663,691	526,479
Infrastructure	373,852	393,396	296,705
Housing	86,612	87,067	231,429
Health Services	564,803	428,930	430,882
Social Development	172,106	178,577	153,509
Education	420,271	472,899	410,301
Economic Development	6,714,856	7,685,988	5,440,150
Lands and Resources	579,248	653,073	4,345,766
	11,603,734	12,649,238	13,755,122
Annual operating surplus (deficit)	332,802	974,718	(696,453)
Accumulated operating surplus, beginning of year	15,745,745	15,745,745	16,442,198
Accumulated operating surplus, end of year	16,078,547	16,720,463	15,745,745

The accompanying notes are an integral part of these financial statements

Kwantlen First Nation
Consolidated Statement of Changes in Net Debt
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Annual operating surplus (deficit)	332,802	974,718	(696,453)
Tangible capital assets			
Acquisition of tangible capital assets	(500,000)	(661,505)	(317,555)
Disposal of tangible capital assets	-	1,041	-
Amortization	701,528	773,177	808,731
	201,528	112,713	491,176
Property under development			
Change in property under development	-	391,488	(223,400)
Other inventories			
Change in other inventories	-	49,821	(108,828)
Prepaid expenses			
Acquisition of prepaid expenses	(15,000)	(141,712)	(13,801)
Use of prepaid expenses	13,800	13,801	33,535
	(1,200)	(127,911)	19,734
Net remeasurement losses			
Change in net remeasurement losses	-	(50,037)	(611,390)
Change in net debt	533,130	1,350,792	(1,129,161)
Net debt, beginning of year	(10,510,559)	(10,510,559)	(9,381,398)
Net debt, end of year	(9,977,429)	(9,159,767)	(10,510,559)

The accompanying notes are an integral part of these financial statements

Kwantlen First Nation
Consolidated Statement of Cash Flows
For the Year Ended March 31, 2016

	2016	2015
Cash provided by (used for) the following activities		
Operating activities		
Annual surplus	974,718	(696,453)
Non-cash items		
Amortization	773,177	808,731
Revenue earned in trust funds	(115,029)	(320,407)
	1,632,866	(208,129)
Changes in working capital accounts		
Accounts receivable	1,710,546	(659,420)
Accounts payable and accrued liabilities	(784,642)	28,464
Deferred revenue	18,200	414,660
Inventory for resale	5,935	(362)
Prepaid expenses	(127,911)	19,735
Property under development	391,488	(223,400)
Progress billings in excess of cost	(2,183)	(33,062)
Other inventories	49,821	(108,828)
	2,894,120	(770,342)
Financing activities		
Advances of long-term debt	276,110	100,077
Repayment of long-term debt	(1,050,675)	(469,722)
Increase in bank indebtedness	38,368	123,775
	(736,197)	(245,870)
Investing activities		
Acquisition of tangible capital assets	(661,505)	(317,555)
Disposal of tangible capital assets	1,041	-
Investment in short-term investments	(2,803,175)	(38,946)
Redemption of short-term investments	2,007,015	601,647
Deposits in reserve accounts	(10,089)	(10,096)
Withdrawal of reserve accounts	24,894	39,437
Withdrawal of trust funds	30,000	780,000
	(1,411,819)	1,054,487
Increase in cash resources	746,104	38,275
Cash resources, beginning of year	881,925	843,650
Cash resources, end of year	1,628,029	881,925
Supplementary cash flow information:		
Interest received	75,706	99,575
Interest paid	648,304	660,625

The accompanying notes are an integral part of these financial statements

Kwantlen First Nation
Consolidated Statement of Remeasurement Losses
For the Year Ended March 31, 2016

	2016	2015
Accumulated remeasurement losses, beginning of year	(947,513)	(336,122)
Unrealized losses attributable to:		
Derivative instruments	(50,036)	(611,391)
Accumulated remeasurement losses, end of year	(997,549)	(947,513)

The accompanying notes are an integral part of these financial statements

1. Operations

Kwantlen First Nation (the "Nation") is a First Nation band located in the province of British Columbia that provides various services to its members. Kwantlen First Nation includes the Nation's government and all related entities that are accountable to the Nation and are either owned or controlled by the Nation.

2. Significant accounting policies

These consolidated financial statements of Kwantlen First Nation are the representations of management, prepared in accordance with Canadian public sector accounting standards and include the following significant accounting policies:

Principles of consolidation

All controlled entities are fully consolidated on a line-by-line basis. Inter-entity balances and transactions have been eliminated on consolidation.

Organizations consolidated in Kwantlen First Nation's financial statements include:

- Seyem' Qwantlen Business Management Ltd.
- Seyem' Qwantlen Construction Ltd.
- Seyem' Qwantlen Construction Limited Partnership
- Seyem' Qwantlen Development Ltd.
- Seyem' Qwantlen Development Limited Partnership
- Seyem' Qwantlen Land Development Ltd.
- Seyem' Qwantlen Land Development Limited Partnership
- Seyem' Qwantlen Resources Ltd.
- Seyem' Qwantlen Resources Limited Partnership
- Seyem' Qwantlen Harbour Authority
- Qwantlen Support Services Ltd.

In addition, the Nation has made investments in government partnerships, which are accounted for using the proportionate consolidation method:

- The Jackson Ridge Project (A Joint Venture) owned 50% by the Nation
- Seyem' QD / B&D Joint Venture owned 50% by the Nation
- Seyem' QD / Mutual Construction owned 51% by the Nation

Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not normally provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale in the normal course of operations. Non-financial assets include tangible capital assets.

Net financial assets (debt)

Kwantlen First Nation's financial statements are presented so as to highlight net financial assets (debt) as the measurement of financial position. The net financial assets (debt) of the Nation is determined by its financial assets less its liabilities. Net financial assets (debt) is comprised of two components, non-financial assets and accumulated surplus.

Inventories

Inventories are stated at the lower of average cost and net realizable value.

Short-term investments

Short-term investments consists of term deposits or guaranteed investment certificates and are recorded at cost. Accrued interest is recorded when earned.

2. Significant accounting policies *(continued from previous page)*

Liability for contaminated sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all the following criteria are met:

- i) an environmental standard exists;
- ii) contamination exceeds the environmental standard;
- iii) the Nation is directly responsible; or accepts responsibility; and
- iv) a reasonable estimate of the amount can be made.

Tangible capital assets

Tangible capital assets are initially recorded at cost based on historical cost accounting records.

Amortization

Tangible capital assets are amortized annually on a straight-line or declining balance basis over their estimated useful lives as follows:

Asset	Basis	Useful life
Land improvements	Straight-line	15 - 20 years
Buildings	Declining balance / straight-line	4% / 40 years
Infrastructure	straight-line	50 years
Equipment	Declining balance / straight-line	20 - 55% / 5 - 20 years
Automotive	Declining balance / straight-line	30% / 5 - 10 years
Art collection	Straight-line	25 years
Leasehold improvements	Straight-line	6 years

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Nation's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the consolidated statement of operations.

Contributed tangible capital assets are recorded at their fair value at the date of contribution.

Assets under construction are not amortized until the asset is available to be put into service.

Funds held in Ottawa Trust fund

Funds held in trust on behalf of the Nation's members by the Government of Canada in the Ottawa Trust Fund are reported on the statement of financial position with an offsetting amount in accumulated surplus. Trust moneys consist of:

- Capital trust moneys derived from nonrenewable resource transactions on the sale of land or other tangible capital assets; and
- Revenue trust moneys generated primarily through land leasing transactions or interest earned on deposits held in trust.

2. Significant accounting policies *(continued from previous page)*

Revenue recognition

Government funding

Kwantlen First Nation recognizes a government transfer as revenue when the transfer is authorized and all eligibility criteria, if any, have been met. A government transfer with stipulations giving rise to an obligation that meets the definition of a liability is recognized as a liability. In such circumstances, the Nation recognizes revenue as the liability is settled. Transfers of non-depreciable assets are recognized in revenue when received or receivable.

Contracting revenue

Contracting revenue is recognized on the accrual basis according to the terms of the contractual agreements.

Housing rental income

Rental revenue is recorded in the year it is earned. At the end of each year, management evaluates whether rent revenue is collectible and records a bad debt expense and allowance for doubtful accounts for those amounts designated as unlikely to be collected.

First Nation capital and revenue trust funds

Kwantlen First Nation recognizes revenues at the time funds are contributed from the accounts held in Ottawa. Interest revenue is recognized when earned.

Other revenue

Other revenue is recognized as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenditures during the reporting period.

Accounts receivable and amounts due from related entities are stated after evaluation as to their collectibility and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of tangible capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known.

Long-lived assets and discontinued operations

Long-lived assets consist of tangible capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies. When the Nation determines that a long-lived asset no longer has any long-term service potential to the Nation, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations. Write-downs are not reversed.

Segments

Kwantlen First Nation conducts its operations through various segments as described in Note 20. These operating segments are established by management to facilitate the achievement of the Nation's long-term objectives, to aid in resource allocation decisions, and to assess operational performance.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements.

Kwantlen First Nation
Notes to the Consolidated Financial Statements
For the Year Ended March 31, 2016

2. Significant accounting policies *(continued from previous page)*

Financial instruments

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Nation has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Nation determines if there is a significant adverse change in the expected amount of timing of future cash flows, the carrying value of the financial asset is reduced to the highest present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Nation expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Derivative instruments are financial contracts whose value changes in response to a change in a specified interest rate, exchange rate or other variable, provided in the case of a non-financial variable, the variable is not specific to a party to the contract. Derivative contracts usually have no initial net investment, or a net investment which would be smaller than a non-derivative contract, and are settled at a future date.

Derivatives are initially recognized at fair value on the date which a derivative contract is entered into. They are subsequently re-measured at their fair value and reported as assets where they have a positive fair value or as liabilities where they have a negative fair value.

3. Short-term investments

Included in short-term investments are term deposits of \$160,290 (2015 - \$108,607) which secure letters of credit for the Jackson Ridge Project (A Joint Venture) development project. The bank can draw on these term deposits in the event they are required to pay out on the letters of credit.

4. Accounts receivable

	2016	2015
Trade receivables	530,414	2,224,827
Member loans	184,797	191,059
Other receivables	10,731	20,602
CMHC subsidy receivable	3,887	3,887
	729,829	2,440,375

Kwantlen First Nation
Notes to the Consolidated Financial Statements
For the Year Ended March 31, 2016

5. Trust funds

Trust funds consist of Ottawa Trust accounts that arise from funds derived from capital or revenue sources as outlined in Section 62 of the Indian Act. The management of these funds are governed by Sections 63 to 69 of the Indian Act.

	2016	2015
Capital fund		
Balance, beginning of year	183,893	213,893
Housing loan repayments	-	-
Transfer to revenue fund	-	-
Withdrawals	(30,000)	(30,000)
Balance, end of year	153,893	183,893
Revenue Fund		
Balance, beginning of year	2,039,141	2,468,734
Rental income	67,500	267,500
Interest income	46,934	52,324
BC special distribution	595	583
Transfer from capital fund	-	-
Withdrawals	-	(750,000)
Balance, end of year	2,154,170	2,039,141
	2,308,063	2,223,034

6. Interest reserve

The interest reserve account consists of cash that is restricted for the payments of interest on the long-term debt in the Jackson Ridge Project (A Joint Venture) (see Note 15).

7. Replacement reserve

Under the terms of the agreement with Canada Mortgage and Housing Corporation, the Replacement Reserve account is to be credited in the amount of \$10,080 annually as stated in Schedule "B" of the Operating Agreement. These funds, along with accumulated interest, must be held in a separate bank account and/or invested only in accounts or instruments insured by the Canada Deposit Insurance Corporation or as may otherwise be approved by CMHC from time to time.

As at March 31, 2016, \$33,184 (2015 - \$23,095) has been set aside to fund this reserve.

8. Bank indebtedness

The Nation carries operating lines of credit with Royal Bank of Canada and BMO Bank of Montreal that are secured by general security agreements. The operating lines entitle the Nation to borrow a maximum amount of \$760,000 with Royal Bank of Canada that bears interest at variable rates ranging from 1.2% to 1.6% above the bank's prime lending rate and \$800,000 with BMO Bank of Montreal that bears interest at a variable rate of bank prime plus 0.5%. As of March 31, 2016, \$352,143 (2015 - \$313,775) of the operating lines of credit were utilized.

9. Accounts payable and accrued liabilities

Included in accounts payable are government remittances totaling \$50,275 (2015 - \$20,667).

Kwantlen First Nation
Notes to the Consolidated Financial Statements
For the Year Ended March 31, 2016

10. Deferred revenue

	<i>Opening balance</i>	<i>Funds received</i>	<i>Revenue recognized</i>	<i>2016 Closing balance</i>	<i>2015</i>
Commercial rent	309,375	309,375	(309,375)	309,375	309,375
Resource projects	103,799	118,382	(103,799)	118,382	103,799
The Jackson Ridge Project (A Joint Venture)	75,000	-	-	75,000	75,000
Parklane Homes	25,000	-	-	25,000	25,000
First Nations Tax Commission	5,000	-	(5,000)	-	5,000
Gift certificates	5,263	6,540	(5,263)	6,540	5,263
CMHC rent	2,660	-	(2,660)	-	2,660
Fraser Health	-	10,000	-	10,000	-
	526,097	444,297	(426,097)	544,297	526,097

11. Long-term debt

	<i>2016</i>	<i>2015</i>
BMO Bank of Montreal loan, payments of \$34,643 per month including interest at 4.97% per annum, matures December 1, 2023 (secured - see below)	4,881,916	5,050,430
BMO Bank of Montreal loan, payments of \$33,151 per month including interest at 4.45% per annum, matures December 1, 2020 (secured - see below)	4,860,943	5,038,146
BMO Bank of Montreal loan, payments of \$9,254 per month including variable interest at bank prime plus 0.75% per annum, matures November 1, 2038, secured by a general security agreement	1,684,966	1,736,056
BMO Bank of Montreal loan, payments of \$5,893 per month including interest at 3.97% per annum, matures December 1, 2018 (secured - see below)	896,883	931,248
Canadian Western Bank demand loan bearing interest at variable interest at bank prime plus 1.75% per annum, matures September 30, 2016, secured by the development costs in the Jackson Ridge Project (A Joint Venture) and by limited personal and corporate guarantees of the venturers	312,282	865,865
CMHC Phase 1 - All Nations Trust Company mortgage, payments of \$2,873 per month including interest at 1.52% per annum, renewal May 1, 2018, matures May 1, 2038	647,974	672,404
CMHC Phase 2 - All Nations Trust Company mortgage, payments of \$2,464 per month including interest at 2.04% per annum, renewal March 1, 2019, matures March 1, 2039	543,002	561,312
CMHC Phase 3 - All Nations Trust Company construction loan with required repayments commencing on August 1, 2016	276,110	-
Tale'awtxw Aboriginal Capital Corporation loan, payments of \$1,693 per month including interest at 12.0% per annum, matures November 15, 2016, secured by a general security agreement	27,497	50,677
	14,131,573	14,906,138

Kwantlen First Nation
Notes to the Consolidated Financial Statements
For the Year Ended March 31, 2016

11. Long-term debt *(continued from previous page)*

Principal repayments on long-term debt in each of the next five years are estimated as follows:

2016	845,919
2017	527,760
2018	550,345
2019	573,938
2020	599,035
	<hr/>
	3,096,997
	<hr/>

Three of the BMO Bank of Montreal loans totaling \$10,343,679 are secured by a mortgage of \$14,000,000 over specific land and buildings and an assignment of rents.

Long-term debt for CMHC housing projects are secured by Ministerial guarantees of the Ministry of Indigenous and Northern Affairs Canada.

12. Derivative instruments

In the ordinary course of business, the Nation enters into derivative contracts, specifically interest rate swaps. Derivative financial instruments may be undertaken to manage price risk from the Nation's exposure to fixed interest rates related to its long-term debt.

Notional amounts of derivatives used to manage interest rate risk

	<i>Maturity of derivatives in 1 to 5 Years</i>	<i>Maturity of derivatives in 5 to 10 Years</i>	<i>Total 2016</i>	<i>Total 2015</i>
Receive fixed/pay floating swaps	5,757,825	4,881,916	10,639,741	11,019,824

Fair values of derivatives used to manage interest rate risk

	<i>2016</i>	<i>2015</i>
Receive fixed/pay floating swaps	(997,549)	(947,513)

The above interest rate swaps are amortized swaps that reduce over time as the associated debt is repaid.

Kwantlen First Nation
Notes to the Consolidated Financial Statements
For the Year Ended March 31, 2016

13. Tangible capital assets

Cost	Beginning of year	Acquisitions	Disposals	End of year
Land	4,010,000	-	-	4,010,000
Land improvements	750,138	1,927	-	752,065
Buildings	13,438,075	-	-	13,438,075
Buildings under construction	-	390,907	-	390,907
Infrastructure	3,834,130	148,769	-	3,982,899
Equipment	657,299	108,647	(5,098)	760,848
Automotive	145,120	-	-	145,120
Art collection	134,889	1,500	-	136,389
Leasehold improvements	511,543	9,755	-	521,298
	23,481,194	661,505	(5,098)	24,137,601

Accumulated amortization	Beginning of year	Amortization	Disposals	End of year
Land improvements	123,145	49,713	-	172,858
Buildings	1,153,601	454,392	-	1,607,993
Infrastructure	1,229,218	76,683	-	1,305,901
Equipment	307,953	81,215	(4,057)	385,111
Automotive	76,291	18,835	-	95,126
Art collection	64,342	5,456	-	69,798
Leasehold improvements	170,174	86,883	-	257,057
	3,124,724	773,177	(4,057)	3,893,844

Net book value	2016	2015
Land	4,010,000	4,010,000
Land improvements	579,207	626,993
Buildings	11,830,082	12,284,474
Buildings under construction	390,907	-
Infrastructure	2,676,998	2,604,912
Equipment	375,737	349,346
Automotive	49,994	68,829
Art collection	66,591	70,547
Leasehold improvements	264,241	341,369
	20,243,757	20,356,470

Amortization expense of \$773,177 (2015 - \$808,731) was recorded in the Capital Fund.

Kwantlen First Nation
Notes to the Consolidated Financial Statements
For the Year Ended March 31, 2016

14. Accumulated surplus

	2016	2015
Unrestricted surplus (deficit)	605,816	(499,767)
Equity in replacement reserve	33,184	23,095
Equity in tangible capital assets	8,136,928	8,102,929
Equity in other non-financial assets	4,638,923	4,948,941
Equity in trust funds	2,308,063	2,223,034
	15,722,914	14,798,232

15. Investment in joint ventures

The Jackson Ridge Project (A Joint Venture)

The Nation's 50% investment in The Jackson Ridge Project (A Joint Venture) was established to rezone, subdivide and develop land on Jackson Road for single family residences.

A summary of the financial position of The Jackson Ridge Project (A Joint Venture) as at March 31, 2016 and for the period ended March 31, 2016, with comparative information for 2015 is as follows:

	2016	2015
Assets	4,556,334	5,172,632
Liabilities	(1,132,440)	(2,069,762)
	3,423,894	3,102,870

	2016	2015
Revenues	1,979,100	-
Expenses	(1,732,954)	-
	246,146	-

The Jackson Ridge Project (A Joint Venture) did not have any revenues or expenses during the year ended March 31, 2015.

Kwantlen First Nation
Notes to the Consolidated Financial Statements
For the Year Ended March 31, 2016

15. Investment in joint ventures *(continued from previous page)*

Seyem' QD / B&D Joint Venture

The Nation's 50% investment in The Seyem' QD / B&D Joint Venture was established to pursue and carry out civil construction projects.

A summary of the financial position and operations of The Seyem' QD / B&D Joint Venture as at March 31, 2016 and for the period ended March 31, 2016, with comparative information for 2015 is as follows:

	2016	2015
Assets	626	10,096
Liabilities	(2,281)	(3,585)
	(1,655)	6,511

	2016	2015
Revenues	-	2,742
Expenses	(3,200)	(5,091)
	(3,200)	(2,349)

Seyem' QD / Mutual Construction Joint Venture

The Nation's 51% investment in Seyem' QD / B&D Joint Venture was started to pursue and carry out civil construction projects.

A summary of the financial position and operations of The Seyem' QD / Mutual Construction Joint Venture as at March 31, 2016 and for the period ended March 31, 2016, with comparative information for 2015 is as follows:

	2016	2015
Assets	-	51,355
Liabilities	-	(60,635)
	-	(9,280)

	2016	2015
Revenues	-	502,037
Expenses	-	(566,360)
	-	(64,323)

The Seyem' QD / Mutual Construction Joint Venture terminated during the year, resulting in a loss on termination of \$19,892.

16. Budget figures

The budget figures presented in these financial statements are based upon the operating and capital budgets approved by Council.

17. Contingent liability

Kwantlen First Nation may be contingently liable for seven guaranteed housing mortgages totaling \$617,210 (2015 - \$493,266).

18. Financial instruments

As part of its operations, Kwantlen First Nation carries a number of financial instruments. It is management's opinion that the Nation is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. In seeking to minimize the risks from interest rate fluctuations, the Nation manages exposure through its normal operating and financing activities.

Kwantlen First Nation is exposed to interest rate cash flow risk with respect to its long-term debt held with BMO Bank of Montreal and its derivative instruments, which are subject to variable interest rates. Changes in the bank prime variable lending rates can cause fluctuations in interest payments and cash flows.

Kwantlen First Nation is exposed to interest rate price risk on its long-term debt with All Nations Trust Company as they are at fixed interest rates. The Nation carries two loans with All Nations Trust Company that are at fixed rates.

19. Comparative figures

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

20. Segmented information

Kwantlen First Nation operates a number of programs and receives funding from various sources. For the management of and for reporting purposes, the Nation groups revenues, expenses, and accumulated surplus or deficit by segment based on major functional classification of activities as outlined below:

1. Administration includes general operation, support, and financial management of the Nation, property taxation, and Ottawa Trust Fund.
2. Capital includes activities related to the Nation's tangible capital assets.
3. Member and Community Services includes support programs and cultural activities for Nation members.
4. Infrastructure includes the repairs, maintenance, and replacement of infrastructure assets such as roads, grounds, buildings, and utilities systems.
5. Housing includes repairs and maintenance of homes and provision of housing to Nation members.
6. Health includes the provision of Health services and programs to Nation members
7. Social Development includes the provision of social assistance and programs to low-income Nation members
8. Education includes provision of support and programs to Nation students registered in pre-school, elementary, secondary, and post-secondary education programs.
9. Economic Development includes activities related to generating additional revenues for the Nation and employment opportunities for Nation members.
10. Lands and Resources includes activities related to the development of Indian Reserve lands and natural resources.

Kwantlen First Nation
Schedule 1 - Consolidated Statement of Expenses by Object
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Expenses by Object			
Administration	51,236	35,072	36,252
Advertising	61,073	76,520	53,900
Amortization	701,528	773,177	808,731
Community activities and programs	4,700	1,430	1,850
Contracted services	370,700	514,468	498,970
Cost of sales	-	861,084	-
Education programs and supplies	290,529	338,269	297,347
Forestry expenses	348,000	427,431	108,912
Health programs and supplies	199,175	54,769	98,519
Home owner grants	32,500	33,117	32,499
Honoraria	104,909	92,734	115,781
Housing programs and supplies	72,538	73,138	44,357
Insurance	80,602	69,094	72,823
Interest and bank charges	64,661	70,748	43,795
Interest on long-term debt	704,163	577,556	616,829
Licenses, dues and fees	4,037	690	2,237
Management expenses	582,159	100,547	717,886
Materials and supplies	841,048	842,229	752,521
Meetings and events	274,472	277,441	241,299
Member support	126,350	130,200	78,717
Office and other	202,141	277,737	198,180
Operational costs	69,626	68,842	94,759
Professional fees	938,943	953,498	4,586,925
Project expenses	1,582,671	1,688,965	673,749
Property taxes	20,752	20,753	17,275
Rent	80,397	90,104	47,891
Repairs and maintenance	143,072	144,801	135,116
Salaries, wages, and benefits	3,197,522	3,593,483	2,943,613
Service contracts	47,984	41,044	54,793
Social development programs and supplies	134,855	144,066	113,264
Telephone and communications	59,690	54,270	46,496
Training	10,800	5,391	1,784
Travel	101,476	114,217	170,141
Utilities	50,379	62,472	37,290
Vehicle Lease	-	3,992	-
Workshops	49,046	35,889	10,621
	11,603,734	12,649,238	13,755,122

Kwantlen First Nation
Segmented Information - Administration
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Indigenous and Northern Affairs Canada	222,665	222,665	209,471
Province of British Columbia	2,486,042	2,481,684	-
Commercial lease income	262,420	314,920	267,500
Taxation	115,276	115,464	138,301
Interest income	53,500	74,381	94,107
New Relationship Trust	13,420	13,420	-
First Nations Tax Commission	5,000	5,000	-
BC special distribution	600	595	583
BC Hydro	-	-	1,463,000
First Nations Financial Management Board	-	-	5,350
	3,158,923	3,228,129	2,178,312
Expenses			
Administration	48,361	35,022	31,084
Contracted services	175,000	216,167	86,984
Home owner grants	32,500	33,117	32,499
Honoraria	85,800	76,150	86,200
Insurance	5,685	5,350	5,550
Interest and bank charges	13,500	11,704	7,518
Interest on long-term debt	66,000	59,963	65,574
Licenses, dues and fees	1,637	690	1,761
Materials and supplies	22,536	35,492	16,084
Meetings and events	19,550	14,577	15,322
Office and other	28,730	32,191	32,046
Professional fees	73,290	97,868	54,157
Salaries, wages and benefits	576,675	574,063	516,013
Service contracts	47,984	41,044	54,793
Telephone and communications	17,000	18,249	17,055
Travel	63,000	60,793	88,530
	1,277,248	1,312,440	1,111,170
Operating surplus before transfers	1,881,675	1,915,689	1,067,142
Transfers			
Transfer to Capital	-	(6,000)	(6,800)
Transfer to Member and Community Services	(692,012)	(637,456)	(517,382)
Transfer to Infrastructure	(54,000)	(64,481)	(20,991)
Transfer from Economic Development	5,670	9,193	20,239
Transfer from Lands and Resources	-	2,212	446
	(740,342)	(700,956)	(524,488)
Operating surplus	1,141,333	1,214,733	542,654
Accumulated operating surplus, beginning of year	2,436,890	2,436,890	1,894,236
Accumulated operating surplus, end of year	3,578,223	3,651,623	2,436,890

Kwantlen First Nation
Segmented Information - Capital
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Gain on disposal of tangible capital assets	-	1,208	-
Expenses			
Amortization	701,528	773,177	808,731
Deficit before transfers	(701,528)	(771,969)	(808,731)
Transfers			
Transfer from Administration	-	6,000	6,800
Transfer from (to) Infrastructure	391,000	263,566	(19,556)
Transfer from Cultural	-	1,500	-
Transfer from Housing	42,781	42,741	42,053
Transfer from Economic Development	109,000	492,161	659,819
	542,781	805,968	689,116
Operating surplus (deficit)	(158,747)	33,999	(119,615)
Accumulated operating surplus, beginning of year	10,547,742	10,547,742	10,667,355
Accumulated operating surplus, end of year	10,388,995	10,581,741	10,547,740

Kwantlen First Nation
Segmented Information - Member and Community Services
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Sto:lo HRD	12,748	12,757	5,610
Rental income	4,000	4,160	-
New Relationship Trust	2,000	2,000	-
Donations	200	1,150	1,545
Other income	750	-	-
	19,698	20,067	7,155
Expenses			
Community activities and programs	4,700	1,430	1,850
Honoraria	3,750	900	2,000
Licenses, dues and fees	2,400	-	376
Materials and supplies	30,350	8,429	25,696
Meetings and events	214,750	203,710	200,959
Member support	126,350	130,200	78,717
Salaries, wages and benefits	297,582	290,720	194,398
Summer student - SNHRD	12,748	20,128	6,116
Telephone and communications	1,980	2,060	1,547
Travel	2,100	1,117	7,238
Workshops	16,500	4,997	7,582
	713,210	663,691	526,479
Operating deficit before transfers	(693,512)	(643,624)	(519,324)
Transfers			
Transfer from Administration	692,012	637,456	517,382
Transfer to Capital	-	(1,500)	-
Transfer from Economic Development	1,500	7,668	1,942
	693,512	643,624	519,324
Operating surplus (deficit)	-	-	-

Kwantlen First Nation
Segmented Information - Infrastructure
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Indigenous and Northern Affairs Canada	376,649	376,649	70,602
INAC recovery reversal	-	-	(17,783)
Rental income	12,000	57,309	30,636
Naut'sa mawt Tribal Council	2,864	2,864	2,864
BC Hydro	-	-	11,438
Heritage Society	-	-	5,000
Township of Langley	-	-	2,800
Other income	1,500	-	300
	393,013	436,822	105,857
Expenses			
Contracted services	4,200	11,759	3,306
Honoraria	500	-	1,500
Materials and supplies	3,000	2,237	7,310
Meetings and events	10,750	28,844	7,403
Member housing capital costs	72,538	73,138	30,309
Operational costs			
Administration Building	8,659	9,626	10,718
Church Building	1,783	789	53,807
Health Building	4,706	5,479	4,509
Boat House	8,183	7,904	507
Workshop Building	6,771	3,748	2,726
Cultural Center	39,524	41,295	22,492
Repairs and maintenance			
Equipment	6,000	8,309	10,362
Grounds	87,601	84,105	44,312
Salaries, wages and benefits	72,336	69,759	58,830
Telephone and communications	600	720	814
Travel	1,950	(305)	6,762
Utilities	42,839	44,365	29,350
Workshops	1,912	1,624	1,688
	373,852	393,396	296,705
Operating surplus (deficit) before transfers	19,161	43,426	(190,848)
Transfers			
Transfer from Administration	54,000	64,481	20,991
Transfer from (to) Capital	(391,000)	(263,566)	19,556
Transfer to Housing	-	-	(21,397)
Transfer from Economic Development	317,839	155,659	171,698
	(19,161)	(43,426)	190,848
Operating surplus (deficit)	-	-	-

Kwantlen First Nation
Segmented Information - Housing
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Indigenous and Northern Affairs Canada	-	-	80,635
Rental income	52,320	52,320	51,999
Canada Mortgage and Housing Corporation	46,642	46,642	46,642
Interest income	19	9	17
Other income	-	-	321
	98,981	98,971	179,614
Expenses			
Administration	2,875	51	5,168
Contracted services	-	-	13,040
Demolition	-	-	14,048
Honoraria	-	-	600
Insurance	36,133	35,716	39,586
Interest on long-term debt	21,264	21,234	21,366
Meetings and events	-	-	2,344
Professional fees	2,600	2,020	23,271
Repairs and maintenance	10,100	8,611	56,178
Salaries, wages and benefits	10,980	10,539	54,728
Utilities	2,660	8,896	1,100
	86,612	87,067	231,429
Operating surplus (deficit) before transfers	12,369	11,904	(51,815)
Transfers			
Transfer to Capital	(42,781)	(42,741)	(42,053)
Transfer from Infrastructure	-	-	21,397
Transfer from Economic Development	43,600	42,543	92,164
	819	(198)	71,508
Operating surplus	13,188	11,706	19,693
Accumulated operating surplus, beginning of year	24,743	24,742	5,049
Accumulated operating surplus, end of year	37,931	36,448	24,742

Kwantlen First Nation
Segmented Information - Health Services
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
First Nations Health Authority	341,625	341,625	322,592
FNHA recovery	-	(2,657)	-
BC Association of Aboriginal Friendship Centres	-	2,777	-
New Relationship Trust	2,000	2,000	2,000
	343,625	343,745	324,592
Expenses			
Client support	1,500	685	4,530
Counselling	10,840	8,000	19,200
Health services	70,396	9,499	33,940
Home and community care	50,992	-	11,094
Honoraria	1,500	4,300	2,909
Insurance	12,303	3,088	3,391
Materials and supplies	6,426	8,209	12,714
Medical care supplies	3,758	2,796	5,143
Medical transportation	19,029	20,662	18,124
Meetings and events	10,000	1,970	5,430
Member health activities	7,000	6,443	6,206
Prenatal, babies and toddlers	2,841	5,809	284
Salaries, wages and benefits	291,215	311,472	294,703
Telephone and communications	4,800	3,842	3,771
Travel	10,250	12,012	9,443
Treatment centre assistance	32,819	875	-
Workshops	29,134	29,268	-
	564,803	428,930	430,882
Operating deficit before transfers	(221,178)	(85,185)	(106,290)
Transfers			
Transfer from Economic Development	221,178	85,185	106,290
Operating surplus (deficit)	-	-	-

Kwantlen First Nation
Segmented Information - Social Development
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Indigenous and Northern Affairs Canada	160,855	160,855	99,488
INAC recovery	-	(3,691)	(2,254)
INAC reimbursement	-	8,639	22,326
	160,855	165,803	119,560
Expenses			
Adult in home care	32,350	45,939	32,395
Basic needs	65,150	73,789	51,908
Salaries, wages and benefits	36,251	33,093	39,492
Special needs	5,252	1,561	2,882
Travel	1,000	1,419	753
Youth and family programs	32,103	22,776	26,079
	172,106	178,577	153,509
Operating deficit before transfers	(11,251)	(12,774)	(33,949)
Transfers			
Transfer from Economic Development	11,251	12,774	33,949
Operating surplus (deficit)	-	-	-

Kwantlen First Nation
Segmented Information - Education
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Indigenous and Northern Affairs Canada	247,791	247,791	259,808
New Relationship Trust	12,000	12,000	500
	259,791	259,791	260,308
Expenses			
After school programs	4,303	3,453	403
Educational awards	21,500	14,563	19,872
Financial assistance	3,465	3,465	3,795
Grad program	2,500	3,335	500
Honoraria	5,000	2,775	4,100
Living allowance	75,000	96,124	74,700
Materials and supplies	22,000	21,216	21,775
Meetings and events	13,750	21,239	4,770
Pre-school	-	-	1,500
Salaries, wages and benefits	85,892	86,051	77,755
School fees	2,000	3,343	1,815
Transportation fees	1,772	953	2,326
Travel	1,600	3,349	3,204
Tuition fees	161,389	204,790	186,166
Tutoring and educational assessments	18,600	8,243	6,270
Workshops	1,500	-	1,350
	420,271	472,899	410,301
Operating deficit before transfers	(160,480)	(213,108)	(149,993)
Transfers			
Transfer from Economic Development	160,480	213,108	149,993
Operating surplus (deficit)	-	-	-

Kwantlen First Nation
Segmented Information - Economic Development
Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Indigenous and Northern Affairs Canada	11,537	11,537	11,139
Contracting services	3,222,850	3,287,632	2,648,955
Commercial lease income	1,326,499	1,326,500	1,326,500
Merchandise sales	1,351,149	1,311,439	1,113,612
Forestry revenue	759,800	1,298,953	277,264
Land development	-	989,550	45,815
Campground revenue	41,500	61,899	31,432
Other income	112,603	36,740	103,127
Rental income	20,519	19,921	28,237
Interest income	945	1,314	5,453
	6,847,402	8,345,485	5,591,534
Expenses			
Cost of sales	-	861,084	-
Advertising	61,073	76,520	53,900
Consulting fees	153,562	32,540	119,723
Contracted services	191,500	286,542	395,641
Forestry expenses	348,000	427,431	108,912
Honoraria	1,859	2,059	5,972
Insurance	26,481	24,940	24,296
Interest and bank charges	51,161	59,044	36,277
Interest on long-term debt	616,899	496,359	529,889
Management expenses	580,959	99,409	717,886
Materials and supplies	756,736	762,520	659,767
Meetings and events	4,922	6,350	5,070
Office and other	172,911	245,169	166,134
Professional fees	191,193	233,323	219,984
Project expenses	1,532,671	1,638,965	528,730
Property taxes	20,752	20,753	17,275
Rent	80,397	90,104	47,891
Repairs and maintenance	39,371	43,776	24,264
Salaries, wages and benefits	1,813,843	2,197,660	1,696,632
Telephone and communications	35,310	29,398	23,309
Training	10,800	5,391	1,784
Travel	19,576	33,447	49,974
Utilities	4,880	9,212	6,840
Vehicle Lease	-	3,992	-
	6,714,856	7,685,988	5,440,150
Operating surplus before transfers	132,546	659,497	151,384

Continued on next page

Kwantlen First Nation
Segmented Information - Economic Development
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
<i>Continued from previous page</i>			
Operating surplus before transfers	132,546	659,497	151,384
Transfers			
Transfer to Administration	(5,670)	(9,193)	(20,239)
Transfer to Capital	(414,000)	(492,161)	(659,819)
Transfer to Member and Community Services	(1,500)	(7,668)	(1,942)
Transfer to Infrastructure	(317,839)	(155,659)	(171,698)
Transfer to Housing	(43,600)	(42,543)	(92,164)
Transfer to Health	(221,178)	(85,185)	(106,290)
Transfer to Social Development	(11,251)	(12,774)	(33,949)
Transfer to Education	(160,480)	(213,108)	(149,993)
Transfer to Lands and Resources	-	(1,928)	(54,474)
	(347,518)	(1,020,219)	(1,290,568)
Operating deficit	(214,972)	(360,722)	(1,139,184)
Accumulated operating surplus, beginning of year	2,736,370	2,736,370	3,875,554
Accumulated operating surplus, end of year	2,521,398	2,375,648	2,736,370

Kwantlen First Nation
Segmented Information - Lands and Resources
For the Year Ended March 31, 2016

	<i>Budget</i>	<i>2016</i>	<i>2015</i>
Revenue			
Indigenous and Northern Affairs Canada	654,248	654,248	4,204,637
Province of British Columbia	-	69,685	74,021
Contracting services	-	-	6,820
Union of BC Municipalities	-	-	5,000
Donations	-	-	1,260
	654,248	723,933	4,291,738
Expenses			
Consulting fees	-	-	10,469
Honoraria	6,500	6,550	12,500
Management expenses	1,200	1,138	-
Licenses, dues and fees	-	-	100
Materials and supplies	-	4,125	9,175
Meetings and events	750	751	-
Office and other	500	377	-
Professional fees	518,298	587,747	4,159,320
Project expenses	50,000	50,000	145,018
Salaries, wages and benefits	-	-	4,952
Travel	2,000	2,385	4,232
	579,248	653,073	4,345,766
Operating surplus (deficit) before transfers	75,000	70,860	(54,028)
Transfers			
Transfer from (to) Administration	-	2,212	(446)
Transfer from Economic Development	-	1,928	54,474
	-	4,140	54,028
Operating surplus (deficit)	75,000	75,000	-
Accumulated operating surplus (deficit), beginning of year	-	-	-
Accumulated operating surplus (deficit), end of year	75,000	75,000	-