MANITOBA ARTS COUNCIL FINANCIAL STATEMENTS MARCH 31, 2020



Management's Responsibility for Financial Reporting

The accompanying financial statements are the responsibility of management of Manitoba Arts Council and have been prepared in accordance with Canadian Public Sector Accounting Standards as issued by the Public Sector Accounting Board. In management's opinion, the financial statements have been properly prepared within reasonable limits of materiality, incorporating management's best judgments regarding all necessary estimates and data available as at the date of approval of the financial statements. The financial statements have been reviewed by the Audit and Finance Committee and approved by Council on June 30, 2020.

Management maintains internal controls to properly safeguard the assets of Manitoba Arts Council and to provide reasonable assurance that the books and records from which the financial statements are derived accurately reflect all transactions and that established policies and procedures are followed.

The financial statements of Manitoba Arts Council have been audited by Magnus LLP, Chartered Professional Accountants, independent external auditors. The responsibility of the auditor is to express an independent opinion on whether the financial statements of Manitoba Arts Council are fairly presented, in all material respects, in accordance with Canadian Public Sector Accounting Standards. The Independent Auditor's Report outlines the scope of the audit examination and provides the audit opinion on the financial statements.

On behalf of Management of Manitoba Arts Council

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Randy Joynt
Executive Director

Original Document Signed

Bridget HartwichSenior Accountant

INDEPENDENT AUDITOR'S REPORT

To the Members of the Council of Manitoba Arts Council

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Manitoba Arts Council (the "Council"), which comprise the statement of financial position as at March 31, 2020, and the statements of operations, change in net financial assets and 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 the Council as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

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 Council 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 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.

In preparing the financial statements, management is responsible for assessing the Council'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 Council or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Council'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.

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

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:

- 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 Council'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 Council'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 Council 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.

June 30, 2020 Winnipeg, Canada

Chartered Professional Accountants

Magnus

Statement of Financial Position

March 31, 2020

	2020			2019
		Actual		Actual
Financial assets				
Cash and cash equivalents	\$	550,131	\$	1,019,202
Accounts receivable (Note 4)	·	26,233	•	5,370
Portfolio investments (Note 5)		221,070		217,545
Recoverable from the Province of Manitoba (Note 7)		36,000		36,000
·		833,434		1,278,117
Liabilities				
Accounts payable and accrued liabilities (Note 6)		96,792		109,219
Commitments for grants and programs		80,608		512,637
Employee future benefits (Note 7)		111,742		122,924
		289,142		744,780
Net financial assets		544,292		533,337
Non-financial assets				
Tangible capital assets (Note 8)		67,900		124,014
Prepaid expenses		1,955		11,255
		69,855		135,269
Accumulated surplus	\$	614,147	\$	668,606

Designated assets (Note 7) Collections (Note 9) Commitments (Note 10)

See accompanying notes to financial statements.

APPROVED ON BEHALF OF COUNCIL:

Original Document Signed	Council Chair
Original Document Signed	Audit and Finance Committee Chair

Statement of Operations

Year ended March 31, 2020

	2020 Budget	2020 Actual	2019 Actual
Revenue:			
Province of Manitoba - operating and other grants	\$ 9,796,900	\$ 9,796,900	\$ 9,796,900
Province of Manitoba - Department of Education	20,000	20,000	20,000
Partnerships and other income	20,000	19,213	28,335
Investment income	20,000	32,604	30,863
	9,856,900	9,868,717	9,876,098
Expenses:			
Grants:			
Create (Schedule 1)	588,000	597,077	531,984
Share (Schedule 1)	898,700	890,048	852,055
Support (Schedule 1)	5,896,540	5,894,340	5,713,540
Learn (Schedule 1)	668,000	664,186	642,813
Indigenous 360 (Schedule 1)	130,000	130,471	102,000
Recognize (Schedule 1)	142,000	135,500	148,500
	8,323,240	8,311,622	7,990,892
Arts community services (Schedule 2)	186,000	145,420	71,792
Administration (Schedule 2)	1,644,000	1,486,938	1,611,625
Total expenses	10,153,240	9,943,980	9,674,309
Net operating (deficit) surplus before rescinded grants	(296,340)	(75,263)	201,789
Rescinded grants	15,000	20,804	9,118
Net operating (deficit) surplus for the year	(281,340)	(54,459)	210,907
Accumulated surplus, beginning of year	203,000	668,606	457,699
Accumulated surplus, end of year	\$ (78,340)	\$ 614,147	\$ 668,606

See accompanying notes to financial statements.

Statement of Change in Net Financial Assets Year ended March 31, 2020

	2020 Budget		2020 Actual		2019 Actual
Net operating (deficit) surplus for the year	\$	(281,340)	\$	(54,459)	\$ 210,907
Tangible capital assets:					
Acquisition of tangible capital assets		-		(10,721)	(111,731)
Amortization of tangible capital assets		65,000		66,835	65,408
Net acquisition of tangible capital assets		65,000		56,114	(46,323)
Other non-financial assets:					
Decrease (increase) in prepaid expenses		-		9,300	(225)
Net acquisition of other non-financial assets		-		9,300	(225)
Increase in net financial assets		(216,340)		10,955	164,359
Net financial assets, beginning of year		-		533,337	368,978
Net financial assets, end of year	\$	-	\$	544,292	\$ 533,337

See accompanying notes to financial statements.

Statement of Cash Flows Year ended March 31, 2020

	_	020 ctual	2019 Actual
Cash provided by (applied to)			
Operating activities:			
Net operating (deficit) surplus for the year Adjustment for:	\$ (54,459)	\$ 210,907
Amortization of tangible capital assets		66,835	65,408
		12,376	276,315
Changes in the following: Accounts receivable	(20,863)	18,794
Accounts payable and accrued liabilities		12,427)	(13,314)
Commitments for grants and programs		32,029)	(126,148)
Employee future benefits		11,182)	` 10,433
Prepaid expenses		9,300	(225)
Cash provided by operating activities	(4	54,825)	165,855
Investing activities:			
Change in portfolio investments		(3,525)	(3,827)
Cash (applied to) investing activities		(3,525)	(3,827)
Capital activities:			
Acquisition of tangible capital assets	(10,721)	(111,731)
Cash (applied to) capital activities	(10,721)	(111,731)
Change in cash and cash equivalents	(4	69,071)	50,297
Cash and cash equivalents, beginning of year	1,0	19,202	968,905
Cash and cash equivalents, end of year	\$ 5	50,131	\$ 1,019,202

See accompanying notes to financial statements.

Notes to Financial Statements Year ended March 31, 2020

1. Nature of organization

The Arts Council Act established the Manitoba Arts Council (the "Council") in 1965 as an arm's length agency of the Province of Manitoba to "promote the study, enjoyment, production, and performance of works in the arts." The Council provides awards to professional arts organizations and individuals in all art forms including theatre, literature, music, dance, painting, sculpture, architecture or the graphic arts and includes other similar creative or interpretative activity, including arts education.

The Council is a registered charity (Public Foundation) and, as such, is exempt from income taxes pursuant to *The Income Tax Act* (Canada).

2. Basis of accounting and change in accounting policies

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards which are Canadian generally accepted accounting principles for the public sector as recommended by the Public Sector Accounting Board.

3. Summary of significant accounting policies

(a) Revenue

Government transfers

Government transfers without eligibility criteria or stipulations are recognized as revenue when the transfer is authorized.

Government transfers with eligibility criteria but without stipulations are recognized as revenue when the transfer is authorized and all eligibility criteria have been met.

Government transfers with or without eligibility criteria but with stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except when and to the extent that the transfer gives rise to a liability.

Partnership and other income

Partnership and other income is recognized on the accrual basis in accordance with the underlying agreements.

Investment income

Investment income is recognized on the accrual basis.

(b) Expenses

All expenses incurred for goods and services are recorded on the accrual basis when the related goods or services are received.

Notes to Financial Statements Year ended March 31, 2020

3. Summary of significant accounting policies (continued)

(c) Financial assets

Cash and cash equivalents

Cash and cash equivalents include cash on hand and short term deposits and investments with original maturities of three months or less.

Accounts receivable

Accounts receivable are recorded at the lower of cost and net realizable value. An allowance for doubtful accounts is recorded when there is uncertainty whether the amounts will be collected.

Portfolio investments

Portfolio investments are investments and deposits with original maturities of more than three months. These investments are recognized at cost.

(d) Liabilities

Liabilities are present obligations as a result of transactions and events occurring at or prior to the end of the fiscal year the settlement of which will result in the future transfer or use of assets or other form of settlement. Liabilities are recognized when there is an appropriate basis of measurement and a reasonable estimate can be made of the amount involved.

(e) Commitments for grants and programs

Grants and program commitments are recognized as expenses when the awards are formally approved and committed by the Council. Cancellations of prior years' grant expenses are reflected as rescinded commitments on the statement of operations in the year of cancellation.

(f) Non-financial assets

Non-financial assets do not normally provide resources to discharge existing liabilities of the Council. These assets are normally employed to provide future services.

Tangible capital assets

Tangible capital assets are recognized at cost. Cost includes the purchase price as well as other acquisition costs. The costs of tangible capital assets, less any residual value, are amortized over their estimated useful lives as follows:

	Method	Rate
Office furniture and equipment	Straight-line	5-10 years
Computer hardware and software	Straight-line	3 years

Prepaid expenses

Prepaid expenses are payments for goods or services which will provide economic benefits in future periods. The prepaid amount is recognized as an expense in the period the goods or services are consumed.

(g) Collections of musical instruments and works of visual art

The Council has collections of musical instruments and works of visual art which are not recognized in these financial statements in accordance with Canadian Public Sector Accounting Standards. See Note 9 for information relating to the Council's collections.

Notes to Financial Statements Year ended March 31, 2020

3. Summary of significant accounting policies (continued)

(h) Financial instruments - measurement

Financial instruments are classified into one of two measurement categories: (a) fair value; or (b) cost or amortized cost.

The Council records its financial assets at cost, which include cash and cash equivalents, accounts receivable, portfolio investments and recoverable from the Province of Manitoba. The Council also records its financial liabilities at cost, which include accounts payable and commitments for grants and programs.

Gains and losses on financial instruments measured at cost or amortized cost are recognized in the statement of operations in the period the gain or loss occurs. Gains and losses on financial instruments measured at fair value, if any, are recorded in accumulated surplus as remeasurement gains and losses until realized; upon disposition of the financial instruments, the cumulative remeasurement gains and losses are reclassified to the statement of operations.

(i) Measurement uncertainty

The preparation of financial statements in accordance with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingencies at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically and adjustments are recognized in the period they become known. Actual results may differ from these estimates.

4. Accounts receivable

	2020			2019
Accrued interest	\$	1,233	\$	2,532
Province of Manitoba		20,000		-
Other receivables		5,000		2,838
	\$	26,233	\$	5,370

As at March 31, 2020, amounts due from the Province of Manitoba are from Manitoba Education in support of the Artists in Schools project.

5. Portfolio investments

As at March 31, 2020, the market value of the Council's investments was equal to cost of \$221,070 (2019 - \$217,545).

Notes to Financial Statements Year ended March 31, 2020

6. Accounts payable and accrued liabilities

	2020			2019
Trade payables and accrued liabilities	\$	17,827	\$	19,341
Accrued vacation entitlements		69,204		73,013
Accrued overtime entitlements		2,453		16,003
Wages payable		6,377		-
Other accruals		931		862
	\$	96,792	\$	109,219

7. Employee future benefits

Pension Benefits

Employees of the Council are provided pension benefits as a result of the participation of its eligible employees in the *Civil Service Superannuation Act* (*CSSA*). The Council participates on a fully funded basis and its contributions of \$57,982 (2019 - \$57,298) represents the total pension expense for the year. Pursuant to the *CSSA*, the Council has no further liability for pension benefits as at year end.

Severance Liability

Effective March 31, 1999, Manitoba Arts Council, as a Crown organization, is required to record a severance liability. The Province of Manitoba has recognized an opening liability of \$36,000 as at April 1, 1998 and the Council has recorded a corresponding recoverable from the Province. This recoverable from the Province is designated for future severance obligations of the Council. Any subsequent changes to the severance liability is the responsibility of the Council.

As at March 31, 2020, the Council recorded a severance liability of \$111,742 (2019 - \$122,924) based on the provisions of its Employee Handbook and management's best assumptions regarding severance rates and compensation increases. The assumptions used parallel those used by the Province of Manitoba and include a 3.8% (2019 - 3.8%) rate of return and 3.75% (2019 - 3.75%) annual salary increases. The liability is based on actuarial calculations and is updated annually based on a formula included in the most recent actuarial valuation dated December 31, 2016. The periodic actuarial valuations of this liability may determine that adjustments are needed when actual experience is different than expected or when there are changes in the actuarial assumptions used. The resulting actuarial gains or losses are amortized over the expected average remaining service life of the employee group of 15 years (2019 - 15 years).

The severance liability as at March 31 includes the following components:

	2020	2019
Severance liability, beginning of year	\$ 115,124	\$ 104,091
Interest cost	4,375	3,955
Current service cost	10,032	10,039
Severance benefits paid during the year	(24,989)	(2,961)
	104,542	115,124
Plus: unamortized actuarial gain	7,200	7,800
Severance liability, end of year	\$ 111,742	\$ 122,924

Total severance benefits paid during the year ended March 31, 2020 were \$24,989 (2019 - \$127,625).

Notes to Financial Statements Year ended March 31, 2020

8. Tangible capital assets

	2020							
		Opening Balance	Þ	Additions	Dis	posals		Closing Balance
Cost								
Office furniture and equipment	\$	133,730	\$	7,249	\$	-	\$	140,979
Computer hardware and software		710,145		3,472		-		713,617
	\$	843,875	\$	10,721	\$	-	\$	854,596
Accumulated Amortization								
Office furniture and equipment	\$	(133,530)	\$	(1,450)	\$	-	\$	(134,980)
Computer hardware and software		(586,331)		(65,385)		-		(651,716)
	\$	(719,861)	\$	(66,835)	\$	-	\$	(786,696)
Net book value	\$	124,014	\$	(56,114)	\$	-	\$	67,900

	_			20	19		
		Opening Balance	,	Additions	Dis	sposals	Closing Balance
Cost							
Office furniture and equipment	\$	133,730	\$	-	\$	_	\$ 133,730
Computer hardware and software	•	598,414		111,731		-	710,145
	\$	732,144	\$	111,731	\$	-	\$ 843,875
Accumulated Amortization							
Office furniture and equipment	\$	(133,530)	\$	-	\$	-	\$ (133,530)
Computer hardware and software		(520,923)		(65,408)		-	(586,331)
	\$	(654,453)	\$	(65,408)	\$	-	\$ (719,861)
Net book value	\$	77,691	\$	46,323	\$	-	\$ 124,014

9. Collections

Works of visual art

The Council's collection of works of visual art is comprised of 399 pieces of art currently in the care of the Arts Gallery of Southwestern Manitoba in Brandon, Manitoba and at the Council's Winnipeg, Manitoba office. There were no acquisitions or disposals of collection items during the year (2019 - \$nil). Total expenditures on collection items during the year amounted to \$nil (2019 - \$nil). The most recent appraisal of the Council's visual art collection was completed in 2005 indicating a market value of \$449,222. No amounts relating to these collection items are recognized in these financial statements.

Musical instruments

The Manitoba Arts Council jointly owns a collection of stringed instruments with the Universities of Manitoba and Brandon Schools of Music which are for the exclusive use of the students. There were no acquisitions, disposals or expenditures on stringed instruments during the year (2019 - \$nil). The most recent valuation of these instruments was completed in 2015 indicating a value of \$424,770. No amounts relating to these collection items are recognized in these financial statements.

Notes to Financial Statements Year ended March 31, 2020

10. Commitments

The Council has entered into an agreement to lease office premises for ten years commencing April 1, 2012 and expiring on March 31, 2022. The 2020 basic annual rent was \$136,208. The 2021 basic annual rent is estimated to be \$137,000. Expenses arising from an escalation clause for taxes, insurance, utilities and building maintenance are in addition to the basic rent.

11. Financial instruments and financial risk management

The Council does not have any significant financial instruments subsequently measured at fair value or denominated in a foreign currency therefore the Council did not incur any remeasurement gains or losses during the year (2019 - \$nil).

Financial risk management - overview

The Council has exposure to the following risks from its use of financial instruments: credit risk; liquidity risk; market risk; interest risk; and foreign currency risk.

Credit risk

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. Financial instruments which potentially subject the Council to credit risk are cash and cash equivalents, accounts receivable, recoverable from the Province of Manitoba and portfolio investments.

The maximum exposure of the Council to credit risk at March 31 is:

		2020	2019
Cash and cash equivalents	\$	550,131	\$ 1,019,202
Accounts receivable	·	26,233	5,370
Portfolio investments		221,070	217,545
Recoverable from the Province of Manitoba		36,000	36,000
	\$	833,434	\$ 1.278.117

<u>Cash and cash equivalents and portfolio investments</u>: The Council is not exposed to significant credit risk as these amounts are held by a reputable Canadian financial institution and by the Minister of Finance.

<u>Accounts receivable</u>: The Council is not exposed to significant credit risk as the balance is primarily due from the Province of Manitoba or other government organizations and payment in full is typically collected when due. The Council manages this credit risk through close monitoring of any overdue accounts.

The Council establishes an allowance for doubtful accounts that represents its estimate of potential credit losses. The allowance for doubtful accounts is based on management's estimates and assumptions regarding current market conditions, customer analysis and historical payment trends. These factors are considered when determining whether past due accounts are allowed for or written off. The balance in the allowance for doubtful accounts as at March 31, 2020 is \$nil (2019 - \$nil).

As at March 31, 2020, the aging of accounts receivable balances is \$6,233 current and \$20,000 greater than 90 days (2019 - all current).

Notes to Financial Statements Year ended March 31, 2020

11. Financial instruments and financial risk management (continued)

Liquidity risk

Liquidity risk is the risk that the Council will not be able to meet its financial obligations as they come due.

The Council manages liquidity risk by maintaining adequate cash balances and by review from the Province of Manitoba to ensure adequate funding will be received to meet its obligations.

Market risk

Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates, will affect the Council's net income (loss) or the fair values of its financial instruments.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The interest rate exposure relates to cash and cash equivalents and portfolio investments.

The interest rate risk on cash and cash equivalents is considered to be low because of their short-term nature. The interest rate risk on portfolio investments is considered low as the original deposits are reinvested at rates for investments with similar terms and conditions.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Council is not exposed to significant foreign currency risk as it does not have any significant financial instruments denominated in a foreign currency.

12. Comparative information

Certain of the amounts from the year ended March 31, 2019 have been reclassified to conform to the financial statement presentation adopted for the current year.

13. COVID-19 Implications

During March of 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on the Council's business is not known at this time. Management is of the opinion that implications, if any, will be temporary and will not have a significant long-term impact on the Council's operations as at the date of approval of these financial statements.

Schedule of Grants Expenses

Year ended March 31, 2020

Schedule 1

	2020 Budget		2019 Actual	
Create	\$ 588,000	\$ 597,077	\$ 531,984	
Share				
Present	350,000	348,799	311,900	
Artists in Communities	252,700	249,999	244,155	
Tour	296,000	291,250	296,000	
	898,700	890,048	852,055	
Support				
Operate	5,713,540	5,713,540	5,713,540	
Strengthen	183,000	180,800	, , , <u>-</u>	
	5,896,540	5,894,340	5,713,540	
Learn				
Artists in Schools	505,000	500,307	498,996	
Residencies	71,000	71,912	53,144	
Travel/Professional Development	92,000	91,967	90,673	
-	668,000	664,186	642,813	
Indigenous 360				
Create	80,000	70,471	82,000	
Share	40,000	52,500	15,000	
Learn	10,000	7,500	5,000	
	130,000	130,471	102,000	
Recognize				
Scholarships	90,000	89,000	90,000	
Prizes	30,000	30,000	40,000	
Competitions	22,000	16,500	18,500	
	142,000	135,500	148,500	
	\$ 8,323,240	\$ 8,311,622	\$ 7,990,892	

Schedule of Arts Community Services and Administration Expenses

Year ended March 31, 2020

Schedule 2

		2020 Budget		2020 Actual		2019 Actual	
Arts Community Services							
Peer assessment fees and expenses	\$	61,000	\$	92,219	\$	38,981	
Public engagement/outreach		45,000		29,736		24,558	
Residency support		12,000		3,286		8,253	
Research		3,000		3,359		-	
Accessibility costs		10,000		320		-	
Northern remote allowances		55,000		16,500		-	
	\$	186,000	\$	145,420	\$	71,792	
Administration							
Salaries and benefits	\$ 1	1,174,000	\$	1,000,781	\$ ^	1,142,002	
Rent and renovations		131,000		137,333		134,817	
Council meetings and expenses		27,000		44,098		26,219	
Communications		48,000		52,085		38,118	
Office expenses		66,000		46,122		38,798	
Amortization		65,000		66,835		65,408	
IT Consulting		56,000		74,123		84,380	
Membership fees		27,000		22,113		22,734	
Professional fees		50,000		41,418		59,149	
Arts Branch Transition expenses		<u>-</u>		2,030		<u>-</u>	
	\$ 1	1,644,000	\$	1,486,938	\$	1,611,625	