

**COMMUNITY FUTURES HIGHWOOD**

**FINANCIAL STATEMENTS**

**MARCH 31, 2015**

**COMMUNITY FUTURES HIGHWOOD**  
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**MARCH 31, 2015**

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## INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE

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**To: Western Economic Diversification Canada**

We have audited the Community Futures Highwood's compliance for the year ended March 31, 2015 with the criteria established in the Contribution Agreement between Western Economic Diversification and Community Futures Highwood effective April 1, 2008 and the interpretation of the Agreement as set out in Note 1 attached.

*Management's Responsibility for the Financial Information*

Management is responsible for the Corporation's compliance with the criteria established in the Contribution Agreement.

*Auditor's Responsibility*

Our responsibility is to express an opinion on this compliance 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 agreement has been complied with.

An audit involves performing procedures to obtain audit evidence about whether Community Futures Highwood complied with the criteria established in the Contribution Agreement. Those standards require that we plan and perform an audit to obtain reasonable assurance whether Community Futures Highwood complied with the criteria established in the Contribution Agreement. Such an audit includes examining, on a test basis, evidence supporting compliance, evaluating the overall compliance with the agreement, and where applicable, assessing the accounting principles used and significant estimates made by management.

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, for the year ended March 31, 2015, Community Futures Highwood is in compliance, in all material respects, with the criteria established in the Contribution Agreement.

*Emphasis of Matter*

Without modifying our opinion, we draw attention to the fact the audit report is prepared specifically for Community Futures Highwood and Western Economic Diversification and should not be distributed to parties other than these.

*Catalyst LLP*

**CALGARY, ALBERTA  
JULY 11, 2015**

**ACCOUNTANTS**

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## INDEPENDENT AUDITOR'S REPORT

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**To: The Shareholders of  
Community Futures Highwood**

We have audited the accompanying financial statements of Community Futures Highwood which comprise the statement of financial position as at March 31, 2015 and the statements of operations and changes in fund balances and cash flows for the year ended March 31, 2015, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these 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.

*Auditor's Responsibility*

Our responsibility is to express an opinion on these 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 financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Corporation's preparation and fair presentation of the 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 Corporation'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 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 financial statements present fairly, in all material respects, the financial position of Community Futures Highwood as at March 31, 2015, and the results of its operations, changes in fund balance and its cash flows for the year ended March 31, 2015 in accordance with Canadian accounting standards for not-for-profit organizations.

*Catalyst LLP*

**CALGARY, ALBERTA  
JULY 11, 2015**

**ACCOUNTANTS**

**COMMUNITY FUTURES HIGHWOOD**  
**STATEMENT OF FINANCIAL POSITION**  
**MARCH 31, 2015**

	General Fund	Restricted Loan Funds				Total 2015	Total 2014
		General	Disabled	Youth	Rotary		
<b>Current assets</b>							
Cash	\$ 235,070	\$ 664,219	\$ -	\$ -	\$ -	\$ 899,289	\$ 921,415
Marketable securities	-	22,480	192,739	-	-	215,219	208,340
Accounts receivable	8,687	-	-	-	-	8,687	1,112
Prepaid expenditures	1,840	-	-	-	-	1,840	3,823
Interfund balances	1,933	11,935	-	-	-	13,868	3,742
Current portion of loans receivable (Note 3)	-	1,315,356	-	-	31,032	1,346,388	1,257,635
	<u>247,530</u>	<u>2,013,990</u>	<u>192,739</u>	<u>-</u>	<u>31,032</u>	<u>2,485,291</u>	<u>2,396,067</u>
<b>Loans receivable (Note 3)</b>	-	2,149,167	-	103,476	-	2,252,643	2,249,471
<b>Capital assets (Note 4)</b>	<u>52,258</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>52,258</u>	<u>37,071</u>
	<u>\$ 299,788</u>	<u>\$ 4,163,157</u>	<u>\$ 192,739</u>	<u>\$ 103,476</u>	<u>\$ 31,032</u>	<u>\$ 4,790,192</u>	<u>\$ 4,682,609</u>
<b>Current liabilities</b>							
Accounts payable and accrued liabilities	\$ 16,586	\$ 10	\$ -	\$ -	\$ 30,000	\$ 46,596	\$ 33,701
Deferred revenue	99,349	-	-	-	-	99,349	97,522
Loan payable (Note 5)	-	697,509	-	-	-	697,509	732,131
Current portion of syndicated loans payable (Note 6)	-	37,253	-	-	-	37,253	35,421
Interfund balances	-	1,933	-	11,935	-	13,868	3,742
	<u>115,935</u>	<u>736,705</u>	<u>-</u>	<u>11,935</u>	<u>30,000</u>	<u>894,575</u>	<u>902,517</u>
<b>Syndicated loans payable (Note 6)</b>	-	318,256	-	-	-	318,256	357,102
<b>Share capital (Note 7)</b>	10	-	-	-	-	10	10
<b>Fund balances</b>							
Invested in capital assets	52,258	-	-	-	-	52,258	37,071
Externally restricted (Note 8)	-	3,108,196	192,739	91,541	1,032	3,393,508	3,241,028
Internally restricted (Note 9)	37,479	-	-	-	-	37,479	70,588
Unrestricted	94,106	-	-	-	-	94,106	74,293
	<u>183,843</u>	<u>3,108,196</u>	<u>192,739</u>	<u>91,541</u>	<u>1,032</u>	<u>3,577,351</u>	<u>3,422,980</u>
	<u>\$ 299,788</u>	<u>\$ 4,163,157</u>	<u>\$ 192,739</u>	<u>\$ 103,476</u>	<u>\$ 31,032</u>	<u>\$ 4,790,192</u>	<u>\$ 4,682,609</u>

**Approved on behalf of Board**  
**Signature** \_\_\_\_\_

**COMMUNITY FUTURES HIGHWOOD**  
**STATEMENT OF OPERATIONS**  
**AND CHANGES IN FUND BALANCES**  
**FOR THE YEAR ENDED MARCH 31, 2015**

	General Funds		Restricted Loan Funds					
	2015	2014	General 2015	Disabled 2015	Youth 2015	Rotary 2015	Total 2015	Total 2014
<b>Revenues</b>								
Federal contracts	\$ 294,963	\$ 294,963	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	100,460	17,646	6,297	-	45	-	6,342	1,545
Rental (net)	19,341	26,057	-	-	-	-	-	-
Other interest	2,904	2,444	7,180	-	5,377	-	12,557	6,322
Interest on investments	-	-	208,819	-	-	1,032	209,851	214,783
Unrealized gain on marketable securities	-	-	718	6,161	-	-	6,879	5,188
	<u>417,668</u>	<u>341,110</u>	<u>223,014</u>	<u>6,161</u>	<u>5,422</u>	<u>1,032</u>	<u>235,629</u>	<u>227,838</u>
<b>Expenditures</b>								
Salaries and benefits	202,770	189,593	-	-	-	-	-	-
Interest	-	-	21,378	-	-	-	21,378	22,201
Administrative costs (Schedule 1)	230,072	130,462	689	-	-	-	689	489
Allowance for loan impairment	-	-	32,082	-	-	-	32,082	113,279
Amortization of capital assets	11,935	8,143	-	-	-	-	-	-
	<u>444,777</u>	<u>328,198</u>	<u>54,149</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>54,149</u>	<u>135,969</u>
Excess (deficiency) of revenues over expenditures	(27,109)	12,912	168,865	6,161	5,422	1,032	181,480	91,869
Fund balances, beginning of year	181,952	169,040	2,968,331	186,578	86,119	-	3,241,028	3,149,159
Inter-fund transfers	29,000	-	(29,000)	-	-	-	(29,000)	-
<b>Fund balances, end of year</b>	<b>\$ 183,843</b>	<b>\$ 181,952</b>	<b>\$ 3,108,196</b>	<b>\$ 192,739</b>	<b>\$ 91,541</b>	<b>\$ 1,032</b>	<b>\$ 3,393,508</b>	<b>\$ 3,241,028</b>



**COMMUNITY FUTURES HIGHWOOD**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

	Operating Activities		Financing and Investing Activities				Total 2015	Total 2014
	General Fund	General Fund	Restricted Loan Funds					
			General	Disabled	Youth	Rotary		
<b>Sources of cash</b>								
Federal contracts	\$ 294,963	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 294,963	\$ 294,963
Investment income	2,904	-	7,180	-	-	-	10,084	8,766
Other income	112,120	-	-	-	-	-	112,120	112,898
Rotary International	-	-	-	-	-	30,000	30,000	-
Loan repayments	-	-	1,470,726	-	13,085	-	1,483,811	1,079,110
	<u>409,987</u>	<u>-</u>	<u>1,477,906</u>	<u>-</u>	<u>13,085</u>	<u>30,000</u>	<u>1,930,978</u>	<u>1,495,737</u>
<b>Uses of cash</b>								
Operating costs	447,961	-	22,067	-	-	-	470,028	322,564
Purchase of capital assets	-	27,121	-	-	-	-	27,121	18,028
CFLIP loan	-	-	34,622	-	-	-	34,622	13,799
Syndicated loan repayment	-	-	60,787	-	-	-	60,787	159,870
Loan advances	-	-	1,305,524	-	25,022	30,000	1,360,546	809,333
	<u>447,961</u>	<u>27,121</u>	<u>1,423,000</u>	<u>-</u>	<u>25,022</u>	<u>30,000</u>	<u>1,953,104</u>	<u>1,323,594</u>
Net increase (decrease) in cash	(37,974)	(27,121)	54,906	-	(11,937)	-	(22,126)	172,143
Cash, beginning of year	267,423	-	653,992	-	-	-	921,415	749,272
Inter-fund adjustments	5,621	27,121	(44,679)	-	11,937	-	-	-
<b>Cash, end of year</b>	<u>\$ 235,070</u>	<u>\$ -</u>	<u>\$ 664,219</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 899,289</u>	<u>\$ 921,415</u>

**COMMUNITY FUTURES HIGHWOOD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

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**1. Nature of operations**

Community Futures Highwood (the 'Corporation') is a community based not-for-profit organization incorporated under the laws of Alberta. The Government of Canada, through the Department of Western Economic Diversification, provides financial assistance to the Corporation pursuant to an Agreement effective April 1, 2008. The purpose of the Corporation is to support community economic development, diversify the economy, support the creation and expansion of small and medium sized enterprises, maintain and create new employment and maintain the Minister's capacity to deliver business services to rural communities in western Canada. The Corporation is exempt from federal or provincial income taxes under paragraph 149(1)(e) 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) Financial instruments**

**i. Measurement of financial instruments**

The Corporation initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions that are measured at the carrying amount or exchange amount, as appropriate.

The Corporation subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost on a straight-line basis include cash and accounts receivable.

Financial liabilities measured at amortized cost on a straight-line basis include accounts payable and accrued liabilities, loan payable, syndicated loans payable, and operating lease commitments.

The Corporation's financial assets measured at fair value include marketable securities.

**ii. Impairment**

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in operations.

**COMMUNITY FUTURES HIGHWOOD**  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2015

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**2. Significant accounting policies (continued)**

**iii. Transaction costs**

The Corporation recognizes its transaction costs in operations in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

**b) Measurement uncertainty**

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenditures during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary they are reported in operations in the period in which they become known.

**c) Loans receivable**

Loans receivable are stated net of an allowance for loan impairment and net of any unearned interest. Loans receivable are considered to be impaired when, in management's opinion, there is a reasonable doubt as to the ultimate collectability of some portion of the principal or interest. Impaired loans are recorded at their estimated realizable amounts.

**d) Allowance for loan impairment**

The allowance for loan impairment is maintained in an amount considered adequate to absorb anticipated credit related losses. This account is increased by the provision for impaired loans charged to operations in the case of non-repayable investment fund loans, and reduced by write-offs, net of recoveries.

Specific provisions are established on a loan by loan basis to absorb losses on all doubtful accounts that have been identified as a result of the Corporation's regular review of its loan portfolio.

Write-offs are recorded after all restructuring or collection activities have taken place and possibility of further recovery is considered to be remote.

**COMMUNITY FUTURES HIGHWOOD**  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED MARCH 31, 2015

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**2. Significant accounting policies (continued)**

**e) Capital assets**

Capital assets are recorded at cost. Amortization of capital assets is provided using the declining balance method at the following annual rates:

Furniture and office equipment	20% - 30%
Leasehold improvements	5 years straight line

Amortization is recorded at half of the annual rate in the year of acquisition of an asset. Amortization expense is reported in the General Fund.

**f) Impairment of long-lived assets**

The Corporation tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected undiscounted future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent carrying value exceeds its fair value.

**g) Contributions**

The Corporation's financial statements are prepared using the restricted fund method of accounting for contributions.

- i. The General Fund accounts for the Corporation's program delivery and administrative activities. This fund reports unrestricted resources and restricted operating grants.
- ii. The Restricted Loan Funds account for restricted resources that are to be used for assistance to small businesses and entrepreneurs in the form of loans, loan guarantees or equity participation. Loans from the Loan Investment Fund for the Disabled are limited to businesses owned and operated by disabled entrepreneurs. The Corporation is restricted in the types of loans that can be made according to its agreement with the Government of Canada.

**h) Revenue recognition**

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenditures are incurred.

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. Rental revenue is recognized as revenue of the General Fund in the year received once the agreement has been made to rent space.

**COMMUNITY FUTURES HIGHWOOD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2014**

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**2. Significant accounting policies (continued)**

**h) Revenue recognition (continued)**

Investment income earned on the General Restricted Fund is recognized as revenue in the General Restricted Fund when earned.

Deferred revenue includes restricted contributions received in the year to be used for related expenditures in the next fiscal year's general operations. It also includes grant funds received in the year from the Alberta government to aid the Corporation in helping their client businesses and communities impacted by floods that occurred in June 2013.

**3. Loans receivable**

	<u>2015</u>	<u>2014</u>
Loans receivable	\$ 3,694,083	\$ 3,622,201
Allowance for impairment	<u>95,052</u>	<u>115,095</u>
	3,599,031	3,507,106
Current portion	<u>1,346,388</u>	<u>1,257,635</u>
Long-term portion	<u>\$ 2,252,643</u>	<u>\$ 2,249,471</u>

In most cases a chattel mortgage, personal guarantees, or a second mortgage secures the loans. As the valuation of the underlying security cannot be ascertained with any degree of accuracy, a measurement of uncertainty exists in the valuation of loans and the allowance for loan impairment.

As at March 31, 2015, the Corporation assessed each loan to determine its ultimate collectability and made specific provisions totalling \$95,052 (2014 - \$115,095) for loan impairment based on this review.

Outstanding loans to entrepreneurs are interest bearing at fixed rates varying from 3.00% to 9.50% with monthly blended principal and interest repayments for terms between 12 and 180 months.

Included in loans receivable are approved operating loans totalling \$1,712,582 (2014 - \$1,458,000). All operating loans are approved for a 12 month period and bear interest at rates varying from 4.25% to 8.00%. As at March 31, 2015, borrowers had drawn a combined total of \$1,075,912 (2014 - \$927,935) on these operating loans.

In the current year, the Corporation entered into a syndicated loan in the amount of \$100,000. The syndicated loan receivable is due from another Community Futures organization who is a partner in this syndicated loan. Current portion as at March 31, 2015 is \$2,446.

**COMMUNITY FUTURES HIGHWOOD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

**4. Capital assets**

	2015		2014	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Furniture and office equipment	\$ 154,105	\$ 101,847	\$ 52,258	\$ 36,070
Leasehold improvements	<u>5,001</u>	<u>5,001</u>	<u>0</u>	<u>1,001</u>
	<u>\$ 159,106</u>	<u>\$ 106,848</u>	<u>\$ 52,258</u>	<u>\$ 37,071</u>

**5. Bank financing arrangements**

The Corporation has available a \$25,000 authorized overdraft line of credit for the operating fund bearing interest at bank prime plus 1% and secured by a borrowing resolution. The effective interest rate as at March 31, 2015 was 2%. The Corporation has a lines of credit on a credit card of \$12,000 bearing interest at 19.99%. As at March 31, 2015, there was no balance outstanding on either line of credit. The Corporation also has available a \$1,500,000 operating loan with the Alberta Community Futures Association's CFLIP Program for the operating fund bearing interest at bank prime and secured by a borrowing resolution. The balance drawn on this loan was \$697,509 (2014 – \$732,131) as at March 31, 2015.

**6. Syndicated loans payable**

	<u>2015</u>	<u>2014</u>
Syndicated loans payable	\$ 355,509	\$ 392,523
Current portion	<u>37,253</u>	<u>35,421</u>
Long term portion	<u>\$ 318,256</u>	<u>\$ 357,102</u>

Syndicated loans payable are due to other Community Futures organizations who are partners in certain syndicated loans. The loans are interest bearing at fixed rates varying from 7.00% to 7.25% with monthly blended principal and interest repayments for terms of 5 years. The annual payments to be made for the loans outstanding are as follows:

2016	\$ 37,253
2017	\$ 45,583
2017	\$ 49,010
2018	\$ 29,773
2019	\$ 17,990
Subsequent years	<u>\$ 175,900</u>
Total	<u>\$ 355,509</u>

**COMMUNITY FUTURES HIGHWOOD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

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**7. Share capital**

	<u>2015</u>	<u>2014</u>
Issued:		
10 common voting shares	<u>\$ 10</u>	<u>\$ 10</u>

**8. Externally restricted fund balances**

Major categories of externally imposed restrictions on fund balances are as follows:

	<u>2015</u>	<u>2014</u>
<u>Loan Investment Funds</u>		
Restricted to loans and equity investments to entrepreneurs		
General	\$ 3,108,196	\$ 3,054,450
Disabled	192,739	186,578
Youth	91,541	0
Rotary	<u>1,032</u>	<u>0</u>
	<u>\$ 3,393,508</u>	<u>\$ 3,241,028</u>

During a prior year, the Department of Western Economic Diversification amended the terms and conditions of its contribution agreement with the Corporation. Under the revised terms and conditions the Conditionally Repayable Loan Funds are repayable if any of the specified conditions occur. No such conditions were present during the year ended March 31, 2015.

**9. Internally restricted funds**

Reserves were established to set aside surpluses for future operating and capital expenditures. Future use of these reserves is at the discretion of the Board of Directors.

**10. Commitments**

The Corporation's annual obligation under an operating lease for office equipment is as follows:

2016	\$ 3,358
2017	\$ 3,358
2018	\$ 3,358
2019	\$ 3,358
2020	\$ 3,358

**11. Economic dependence**

The Corporation receives over 90% of its operating revenue from federal government contracts and is therefore economically dependent on the Government of Canada.

**COMMUNITY FUTURES HIGHWOOD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

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**12. Comparative figures**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

**13. Financial instruments**

The Corporation is exposed to various financial risks through transactions in financial instruments. The following provides helpful information in assessing the extent of the Corporation's exposure to these risks.

(a) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation's main credit risk relate to its loans receivable.

(b) Liquidity risk

Liquidity risk is the risk that the Corporation will encounter difficulty in meeting obligations associated with financial liabilities. The Corporation is exposed to this risk mainly in respect of its accounts payable and accrued liabilities, loan payable, syndicated loans payable, and operating lease commitments.

(c) 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 Corporation is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate financial instruments subject the Corporation to a fair value risk, while the floating-rate financial instruments subject the Corporation to a cash flow risk.

Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant currency risk or other price risks arising from these financial instruments.



**COMMUNITY FUTURES HIGHWOOD**  
**SCHEDULE OF ADMINISTRATIVE COSTS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

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**Schedule 1**

	<u>2015</u>	<u>2014</u>
Special projects	\$ 82,715	\$ 2,258
Professional fees	34,100	28,792
Rent	25,000	25,000
Repairs and maintenance	16,343	13,237
Meetings and conventions	14,244	16,842
Sundry	13,358	12,755
Office	11,731	8,968
Telephone	7,964	8,552
Advertising and promotion	7,357	1,632
Professional development	5,595	895
Travel	4,367	5,674
Insurance	3,827	3,212
Non-refundable GST	<u>3,471</u>	<u>2,645</u>
	<u>\$ 230,072</u>	<u>\$ 130,462</u>