

**MAITLAND VALLEY CONSERVATION AUTHORITY**  
**FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**

**SEEBACH & COMPANY**  
*Chartered Professional Accountants*

## **INDEPENDENT AUDITOR'S REPORT**

---

To the Members of Maitland Valley Conservation Authority

### *Opinion*

We have audited the accompanying financial statements of Maitland Valley Conservation Authority ("the Authority"), which are comprised of the statement of financial position as at December 31, 2019 and the statements of operations, changes 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 Authority as at December 31, 2019, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAB).

### *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 Authority 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 PSAB, 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 Authority'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 Authority or to cease operations, or has no realistic alternative but to do so.

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

**INDEPENDENT AUDITOR'S REPORT (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 Authority'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 Authority'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 Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated 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.

*Seebach & Company*

Chartered Professional Accountants  
Licensed Public Accountants

Clinton, Ontario  
February 14, 2020

**MAITLAND VALLEY CONSERVATION AUTHORITY**  
**STATEMENT OF FINANCIAL POSITION**

<b>As at December 31</b>	<b>2019</b>	<b>2018</b>
<b>FINANCIAL ASSETS</b>		
Cash	<b>1,226,269</b>	926,276
Short-term investments (note 3)	<b>288,825</b>	282,956
Accounts receivable	<b>91,661</b>	45,298
	<b><u>1,606,755</u></b>	<u>1,254,530</u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	<b>46,209</b>	42,145
Deferred revenue (note 4)	<b>300,334</b>	198,590
	<b><u>346,543</u></b>	<u>240,735</u>
<b>NET FINANCIAL ASSETS</b>	<b>1,260,212</b>	1,013,795
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets, net (note 6)	<b>1,642,235</b>	1,683,317
Prepayments	<b>10,568</b>	10,642
	<b><u>1,652,803</u></b>	<u>1,693,959</u>
<b>ACCUMULATED SURPLUS</b>	<b><u>\$ 2,913,015</u></b>	<u>\$ 2,707,754</u>

On behalf of the Board:

\_\_\_\_\_

\_\_\_\_\_

The accompanying notes are an integral part of this financial statement

**MAITLAND VALLEY CONSERVATION AUTHORITY  
STATEMENT OF OPERATIONS**

For the year ended December 31	2019 Budget	2019 Actual	2018 Actual
<b>Revenue</b>			
<b>Municipal</b>			
Municipal levies	1,474,049	<b>1,474,048</b>	1,416,049
<b>Government Grants</b>			
MNR transfer payment	78,356	<b>40,224</b>	99,811
Other provincial	93,606	<b>70,178</b>	191,510
Federal	15,000	<b>13,289</b>	61,977
Other governments	403,000	<b>423,481</b>	314,004
<b>Authority Generated</b>			
User fees, sales and admissions	936,473	<b>796,565</b>	992,962
Interest income	12,000	<b>33,801</b>	26,082
Donations and fundraising	8,235	<b>17,521</b>	22,401
Facility rentals	3,800	<b>4,674</b>	3,906
Other	-	-	5,400
	<u>3,024,519</u>	<u><b>2,873,781</b></u>	<u>3,134,102</u>
<b>Expenditure</b>			
Conservation land management	890,187	<b>609,493</b>	594,448
Flood safety services	556,177	<b>502,061</b>	549,635
Watershed stewardship	1,055,737	<b>853,772</b>	1,155,820
Corporate services	715,165	<b>622,532</b>	710,341
Amortization	-	<b>80,662</b>	80,839
	<u>3,217,266</u>	<u><b>2,668,520</b></u>	<u>3,091,083</u>
<b>Annual surplus (deficit)</b>	(192,747)	<b>205,261</b>	43,019
<b>Opening balance</b>	<u>2,707,754</u>	<u><b>2,707,754</b></u>	<u>2,664,735</u>
<b>Closing balance</b>	<u><u>\$ 2,515,007</u></u>	<u><u><b>\$ 2,913,015</b></u></u>	<u><u>\$ 2,707,754</u></u>

The accompanying notes are an integral part of this financial statement

**MAITLAND VALLEY CONSERVATION AUTHORITY  
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS**

<b>For the year ended December 31</b>	<b>2019 Actual</b>	<b>2018 Actual</b>
Annual surplus (deficit)	<b>205,261</b>	43,019
Amortization of tangible capital assets	<b>80,662</b>	80,839
Net acquisition of tangible capital assets	<b>(39,580)</b>	(48,364)
Decrease (increase) in inventory and prepaid expenses	<b>74</b>	621
<b>Increase (decrease) in net financial assets</b>	<b>246,417</b>	76,115
<b>Opening balance</b>	<b>1,013,795</b>	937,680
<b>Closing balance</b>	<b><u>\$ 1,260,212</u></b>	<b><u>\$ 1,013,795</u></b>

The accompanying notes are an integral part of this financial statement

**MAITLAND VALLEY CONSERVATION AUTHORITY  
STATEMENT OF CASH FLOWS**

For the year ended December 31	2019	2018
<b>Operating activities</b>		
Annual surplus (deficit)	205,261	43,019
Amortization expense not requiring cash outlay	80,662	80,839
Decrease (increase) in accounts receivable	(46,363)	130,279
Increase (decrease) in accounts payable	4,064	15,940
Increase (decrease) in deferred revenue	101,744	(151,809)
Decrease (increase) in inventory and prepaid expenses	74	621
Cash provided by (used for) operating activities	<u>345,442</u>	<u>118,889</u>
<b>Capital activities</b>		
Net disposals (purchases) of tangible capital assets	<u>(39,580)</u>	<u>(48,364)</u>
Cash provided by (used for) capital activities	<u>(39,580)</u>	<u>(48,364)</u>
<b>Investing activities</b>		
Decrease (increase) in short-term investments	<u>(5,869)</u>	<u>(19,629)</u>
Cash provided by (used for) investing activities	<u>(5,869)</u>	<u>(19,629)</u>
<b>Increase (decrease) in cash position</b>	<b>299,993</b>	50,896
<b>Cash (overdraft) beginning of year</b>	<u>926,276</u>	<u>875,380</u>
<b>Cash (overdraft) end of year</b>	<u><u>\$ 1,226,269</u></u>	<u><u>\$ 926,276</u></u>

The accompanying notes are an integral part of this financial statement

**MAITLAND VALLEY CONSERVATION AUTHORITY**  
**NOTES TO FINANCIAL STATEMENTS**

---

**For the year ended December 31, 2019**

---

The Maitland Valley Conservation Authority (“the Authority”) is established under the Conservation Authorities Act of Ontario to further the conservation, restoration, development and management of natural resources, other than gas, oil, coal and minerals, for the watersheds within its area of jurisdictions. The watersheds include areas in the Municipalities of Central Huron, Huron East, Morris-Turnberry and South Bruce, the Townships of Ashfield-Colborne-Wawanosh, Howick, North Huron, Perth East, West Perth, Mapleton, Wellington North and Huron-Kinloss, and the Town of Goderich, North Perth and Minto.

The Authority is a registered charity and is exempt from income taxes.

**1. Accounting policies**

The financial statements have been prepared by the management of the Authority in accordance with generally accepted accounting principles for organizations operating in the local government sector as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Significant aspects of accounting policies adopted by the Authority are as follows:

a) **Accrual basis of accounting**

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measurable, and recognizes expenditures as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

b) **Portfolio investments**

Investments are recorded at cost less amounts written off to reflect a permanent decline in value.

c) **Vehicles and equipment**

The Authority operates a motor pool of vehicles and equipment. Internal charges for the use of vehicles and equipment are made to the various projects of the Authority based on an hourly or distance travelled rate, which is designed to recover all costs of operating the pool including replacement of vehicles and equipment.

These internal charges are included in the appropriate expense classifications. Expenditures incurred by the motor pool for the purchase of equipment and the operating cost and the recovery of expenses by internal charges are reported in the statement of operations and surplus.

1. Accounting policies (continued)

d) Tangible capital assets

Tangible capital assets are recorded at historical cost. Historical cost includes the costs directly related to the acquisition, design, construction, development, improvement or betterment of tangible capital assets. Cost includes overheads directly attributable to construction and development.

Tangible capital asset, except land, are amortized on a straight-line basis over the estimated useful lives as follows:

Category	Amortization Period
Land	not applicable
Land improvements	5 years
Buildings	5 - 75 years
Contents	5 - 50 years
Equipment	5 - 40 years
Furniture	45 - 50 years
Vehicles	5 - 10 years
Machinery	6 - 44 years
Information technology	5 - 9 years

Dams for the purposes of water control are not recorded as assets of the Conservation Authority.

e) Contributed capital assets

Contributed capital assets are recognized as assets and revenue at fair value at the time they are received.

f) Deferred revenue

Revenue restricted by legislation, regulation or agreement and not available for Authority purposes is reported as deferred revenue on the statement of financial position. The revenue is reported on the statement of financial activities in the year in which it is used for the specified purpose.

g) Revenue recognition

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized in revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

h) Government transfers

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates can be made.

i) Classification of expenses

Expenses are reported in four main categories based on the type of services provided. Within these categories, expenses are broken down into operations and projects.

j) Accumulated surplus

Appropriations are made from operations to accumulated surplus for future expenditures and contingencies for such amounts as are deemed appropriate, upon approval of the Board of Directors.

**1. Accounting policies** (continued)

k) 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, the reported amounts of revenues and expenditures during the period, and the accompanying notes. Due to the inherent uncertainty in making estimates, actual results could differ from those estimates.

**2. Cash**

Interest is paid on the Authority's bank accounts at the bank's monthly average prime rate less 1.7%.

**3. Short-term portfolio investments**

The Authority has purchased fixed income investments that have a cost of \$288,825 (2018 : \$282,956) and have a market value of \$289,169 (2018 : \$283,063) at year end.

**4. Deferred revenue**

The balance of the long-term liabilities reported on the consolidated statement of financial position is made up of the following:

	<b>2019</b>	<b>2018</b>
Garvey/Glenn project	72,328	86,941
Stewardship short term projects	67,600	67,600
Middle Maitland Headwaters Restoration	87,080	37,025
Carbon Footprint Initiative	3,750	3,812
Nutrient Management Monitoring	4,380	3,212
Stewardship ONFARM Project	19,696	-
Stewardship Cluster Project	45,500	-
	<u>\$ 300,334</u>	<u>\$ 198,590</u>

**5. Pension plan**

Some employees of Maitland Valley Conservation Authority are members of a defined benefit pension plan (OMERS). Contributions made during the year on behalf of the employees amounted to \$113,308 (2018 : \$125,448) and have been included as an expense on the statement of operations.

**6. Tangible capital assets**

For additional information, see the Schedule of Tangible Capital Assets information on the tangible capital assets of the Authority by major class, as well as for accumulated amortization of the assets controlled.

**7. Expenditures by object**

	<b>2019</b>	<b>2018</b>
Salaries and benefits	\$ 1,383,017	\$ 1,511,880
Operating goods and services	1,204,841	1,498,364
Amortization	<u>80,662</u>	<u>80,839</u>
	<u>\$ 2,668,520</u>	<u>\$ 3,091,083</u>

**8. Financial instrument risk management**

**Credit risk**

The Authority is exposed to credit risk through its cash, trade and other receivables, and short-term investments. There is the possibility of non-collection of its trade and other receivables. The majority of the Authority's receivables are from users and government entities. For trade and other receivables, the Authority measures impairment based on how long the amounts have been outstanding. For amounts outstanding considered doubtful or uncollectible, an impairment allowance is setup.

**Liquidity risk**

Liquidity risk is the risk that the Authority will not be able to meet its financial obligations as they fall due. The Authority has a planning and a budgeting process in place to help determine the funds required to support the Authority's normal operating requirements on an ongoing basis. The Authority ensures that there are sufficient funds to meet its short-term requirements, taking into account its anticipated cash flows from operations and its holdings of cash and cash equivalents. To achieve this aim, it seeks to maintain an available line of credit balance as approved by the Board, at a minimum, expected requirements.

**Market risk**

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the Authority's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investments.

**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 Authority is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the variable rate of temporary borrowings and long-term liabilities and the value of fixed rate long-term liabilities.

There has been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure risks.

**9. Budget amounts**

Under Canadian public sector accounting standards, budget amounts are to be reported on the statement of operations for comparative purposes. The 2019 budget amounts for the Maitland Valley Conservation Authority approved by the Board are unaudited and have been restated to conform to the basis of presentation of the revenues and expenditures on the consolidated statement of activities.

**MAITLAND VALLEY CONSERVATION AUTHORITY**  
**Schedule of Continuity of Accumulated Surplus**  
For the Year Ended December 31, 2019

	Balance, beginning of year	From Operations	To Operations	Balance, end of year
<b>Internally restricted surplus</b>				
Vehicle and equipment purchases	53,003	41,206	-	<b>94,209</b>
Insurance deductible	25,000			<b>25,000</b>
Working capital	530,657	147,156	(4,966)	<b>672,847</b>
Short Term Disability	38,000			<b>38,000</b>
Forestry management	24,052	1,610	(13,179)	<b>12,483</b>
Falls Reserve Conservation Area	331,712	72,396	-	<b>404,108</b>
Wawanosh Park Conservation Area	22,013	2,120	-	<b>24,133</b>
	<u>1,024,437</u>	<u>264,488</u>	<u>(18,145)</u>	<u><b>1,270,780</b></u>
Tangible capital assets	1,683,317		(41,082)	<b>1,642,235</b>
	<u>\$ 2,707,754</u>	<u>264,488</u>	<u>(59,227)</u>	<u><b>\$ 2,913,015</b></u>

**MAITLAND VALLEY CONSERVATION AUTHORITY**  
**Schedule of Tangible Capital Assets**  
For the Year Ended December 31, 2019

	Land	Land Improvements	Buildings	Contents	Furniture	Vehicles	Machinery	Equipment	Information Technology	TOTAL Net Book Value 2019	TOTAL Net Book Value 2018
<b>Cost</b>											
Balance, beginning of year	1,220,137	6,394	662,490	30,229	18,458	274,965	65,547	266,271	105,819	<b>2,650,310</b>	2,627,498
Add: Additions during the year							10,370	21,144	8,066	<b>39,580</b>	53,464
Less: Disposals during the year								(7,909)	(2,500)	<b>(10,409)</b>	(30,652)
Balance, end of year	<u>1,220,137</u>	<u>6,394</u>	<u>662,490</u>	<u>30,229</u>	<u>18,458</u>	<u>274,965</u>	<u>75,917</u>	<u>279,506</u>	<u>111,385</u>	<b><u>2,679,481</u></b>	<u>2,650,310</u>
<b>Accumulated Amortization</b>											
Balance, beginning of year		6,394	421,011	22,815	10,471	176,923	40,331	193,007	96,041	<b>966,993</b>	911,706
Add: Amortization during the year			16,563	836	382	30,880	6,159	20,079	5,763	<b>80,662</b>	85,837
Less: Accumulated amortization on disposals								(7,909)	(2,500)	<b>(10,409)</b>	(30,550)
Balance, end of year	<u>-</u>	<u>6,394</u>	<u>437,574</u>	<u>23,651</u>	<u>10,853</u>	<u>207,803</u>	<u>46,490</u>	<u>205,177</u>	<u>99,304</u>	<b><u>1,037,246</u></b>	<u>966,993</u>
<b>Net Book Value of Tangible Capital Assets</b>	<u>1,220,137</u>	<u>-</u>	<u>224,916</u>	<u>6,578</u>	<u>7,605</u>	<u>67,162</u>	<u>29,427</u>	<u>74,329</u>	<u>12,081</u>	<b><u>\$ 1,642,235</u></b>	<b><u>\$ 1,683,317</u></b>

**MAITLAND VALLEY CONSERVATION AUTHORITY  
SCHEDULE OF EXPENSES**

<b>For the year ended December 31</b>	<b>2019 Budget</b>	<b>2019 Actual</b>	<b>2018 Actual</b>
<b>Conservation Area Services</b>			
Falls Reserve Conservation Area	365,882	<b>371,440</b>	330,565
Management, development and operations	178,872	<b>172,327</b>	170,469
Motor pool	13,666	<b>10,530</b>	12,166
Wawanosh Park Conservation Area	14,967	<b>11,635</b>	17,931
<b>Conservation Area Projects</b>			
Falls Reserve Conservation Area	244,200	<b>23,086</b>	23,942
Gorrie/Brussels dam refurbishing	10,000	<b>2,881</b>	18,489
Vehicle/equipment replacement	35,000	-	427
Taylor property	1,500	<b>1,544</b>	-
Forest management	15,000	<b>8,979</b>	9,345
Carbon offset, footprints to forests, and naturalization	6,600	<b>2,740</b>	1,570
Marginal farm land reforestation	2,500	<b>2,483</b>	4,742
Wawanosh Valley Conservation	1,000	<b>907</b>	3,260
Naftel's Creek	1,000	<b>941</b>	1,542
<b>Total Conservation Area</b>	<u>890,187</u>	<u><b>609,493</b></u>	<u>594,448</u>
<b>Flood Protection Services</b>			
Regulations	163,980	<b>195,557</b>	222,252
Flood and erosion control structures	9,970	<b>7,817</b>	6,146
Flood forecasting and warning	229,689	<b>210,750</b>	197,814
Ice management, hazard prevention and information	130,538	<b>80,149</b>	99,491
<b>Flood Safety Projects</b>			
Flood safety equipment	15,500	<b>2,522</b>	15,123
Listowel hydrology equipment	6,500	<b>5,266</b>	-
Event documentation	-	-	6,553
Listowel Conduit prevention and maintenance	-	-	2,256
<b>Total Flood Safety Services</b>	<u>556,177</u>	<u><b>502,061</b></u>	<u>549,635</u>

**MAITLAND VALLEY CONSERVATION AUTHORITY  
SCHEDULE OF EXPENSES**

<b>For the year ended December 31</b>	<b>2019 Budget</b>	<b>2019 Actual</b>	<b>2018 Actual</b>
<b>Watershed Stewardship Services</b>			
Conservation outreach services	69,171	<b>29,285</b>	86,244
Reforestation services	100,473	<b>76,464</b>	93,323
Watershed monitoring and reporting service	86,409	<b>76,423</b>	78,967
Extension services	142,583	<b>129,879</b>	114,226
<b>Watershed Stewardship Projects</b>			
Huron County clean water project	400,000	<b>373,711</b>	313,004
Garvey/Glen Watershed Co-ordination	44,512	<b>27,520</b>	111,919
Drinking water source protection - transition	4,767	<b>19,846</b>	13,403
Garvey/Glen Watershed demonstrations	10,500	<b>22,915</b>	116,866
Nutrient monitoring project	3,497	<b>5,163</b>	4,820
Middle Maitland rejuvenation project	126,225	<b>69,295</b>	25,981
Garvey/Glenn ABCA/OMAFRA	-	-	18,359
Garvey/Glenn Design/MOE/Stantec	-	<b>10</b>	-
Garvey/Glenn MNRF-COA	-	-	48,288
Garvey/Glenn GLASI	-	-	41,671
Stewardship short term projects	67,600	<b>23,261</b>	54,522
DFO / Riparian buffer	-	-	34,227
<b>Total Watershed Stewardship</b>	<u>1,055,737</u>	<u><b>853,772</b></u>	<u>1,155,820</u>

**MAITLAND VALLEY CONSERVATION AUTHORITY  
SCHEDULE OF EXPENSES**

<b>For the year ended December 31</b>	<b>2019 Budget</b>	<b>2019 Actual</b>	<b>2018 Actual</b>
<b>Corporate Services</b>			
Administration	308,674	<b>295,338</b>	288,070
Communications and IT/GIS	180,826	<b>164,417</b>	201,492
Financial management	88,311	<b>80,371</b>	78,360
Service area support costs	57,048	<b>46,299</b>	53,353
Governance	20,370	<b>18,038</b>	16,996
Motor pool	9,274	<b>8,525</b>	8,027
<b>Corporate Services Projects</b>			
Information technology upgrades	35,800	<b>7,040</b>	56,915
Watershed Resiliency Fund	3,862	<b>73</b>	-
Corporate office renovation	11,000	<b>2,431</b>	7,128
<b>Total Corporate Services</b>	<u>715,165</u>	<u><b>622,532</b></u>	<u>710,341</u>