Peace Library System Financial Statements December 31, 2024

To the Board of Peace Library System:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations and ensuring that all information in the annual report is consistent with the statements. 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 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 financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP is appointed by the Board to audit the 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 Board and management to discuss their audit findings.

May 24, 2025

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Chief Executive Officer



To the Board of Peace Library System:

Opinion

We have audited the financial statements of Peace Library System (the "Organization"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and supplementary schedule.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization 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.

Other Matter

The financial statements of the Peace Library System for the year ended December 31, 2024 contain the approved budget for the year. This budget is unaudited and we express no assurance regarding the information expressed by the budgeted amounts.

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

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

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

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

1.888.831.2870 T: 780.831.1700 F: 780.539.9600



Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Grande Prairie, Alberta

MNPLLP

Chartered Professional Accountants

May 24, 2025



Peace Library System Statement of Financial Position

As at December 31, 2024

	2024	2023
Assets		
Current		
Cash (Note 3)	1,123,108	924,752
Accounts receivable (Note 4)	35,131	44,325
Prepaid expenses and deposits	79,863	72,063
Inventory	18,244	18,244
Short-term investments (Note 5)	118,987	266,558
	1,375,333	1,325,942
Capital assets (Note 6)	650,481	647,695
Investments (Note 5)	-	109,780
	2,025,814	2,083,417
Liabilities		
Current		
Accounts payable and accrued liabilities (Note 7)	195,651	188,452
Deferred contributions (Note 8)	565,848	574,406
Unexpended book allotments (Note 9)	157,541	139,622
Unearned revenue	2,875	4,692
	921,915	907,172
Deferred contributions related to capital assets (Note 10)	44,527	14,620
	966,442	921,792
Contingency (Note 11)		
Net Assets		
Operating Surplus	121,480	63,271
Equity in Capital Assets	605,956	633,076
Reserves (Note 12)	331,936	465,278
	1,059,372	1,161,625
	2,025,814	2,083,417

Approved on behalf of the Board

apphable

Member

lom & Burton

Member

Peace Library System Statement of Operations For the year ended December 31, 2024

	2024	2024 Budget (unaudited)	2023
Revenue			
Municipalities with library boards	1,076,970	1,041,498	1,003,705
Grant revenue			
Grant revenue	843,663	843,663	843,663
Other grants	262,666	269,665	135,436
Provincial grant - libraries	-	· •	1,502
Municipalities without library boards	79,008	78,096	79,380
Webhosting and licensing income	89,682	107,808	58,412
Interest income	29,050	15,000	54,977
School jurisidictions	24,815	24,267	29,062
Other income	13,779	25,100	8,118
Library board services	8,739	8,240	7.874
Library board allotment	12,444	3,000	54,848
	2,440,816	2,416,337	2,276,977
Expenses (Schedule 1)	2,532,926	2,463,894	2,304,278
Deficiency of revenue over expenses before other items	(92,110)	(47,557)	(27,301)
Other items			
Foreign exchange loss	(10,810)	-	(12,429)
Gain on disposal of capital assets	667	-	-
	(10,143)	-	(12,429)
Deficiency of revenue over expenses	(102,253)	(47,557)	(39,730)

Peace Library System Statement of Changes in Net Assets For the year ended December 31, 2024

	Operating Surplus	Equity in Capital Assets	Reserves	2024	2023
Net assets, beginning of year	63,271	633,076	465,278	1,161,625	1,201,355
Deficiency of revenue over expenses	(102,253)	-	-	(102,253)	(39,730)
Purchase of capital assets	(84,849)	84,849	-	-	-
Disposal of capital assets	14,286	(14,286)	-	-	-
Loss on disposal of capital assets	(667)	667	-	-	-
Transfers from reserves	133,342	-	(133,342)	-	-
Amortization	68,444	(68,444)	-	-	-
Grants on capital assets received during the year	40,344	(40,344)	-	-	-
Amortization of deferred contribution relating to capital assets	(10,438)	10,438	-	-	
Net assets, end of year	121,480	605,956	331,936	1,059,372	1,161,625

Peace Library System Statement of Cash Flows

For the year ended December 31, 2024

	2024	2023
Cash provided by (used for) the following activities		
Operating		
Deficiency of revenue over expenses	(102,253)	(39,730)
Amortization	68,444	71,422
Amortization of deferred contributions related to capital assets	(10,438)	(3,343)
Gain on disposal of capital assets	(667)	-
	(44,914)	28,349
Changes in working capital accounts	(,•)	_0,010
Accounts receivable	9,194	(23,143)
Prepaid expenses and deposits	(7,800)	6,926
Inventory	-	6,919
Accounts payable and accrued liabilities	7,201	50,673
Deferred contributions	(8,558)	113,764
Unexpended book allotments	17,919	(39,152)
Unearned revenue	26,477	2,485
	(481)	146,821
Investing		
Purchase of capital assets	(84,849)	(24,672)
Proceeds on disposal of capital assets	14,286	-
Proceeds on disposal of investments	269,400	192,170
	198,837	167,498
Increase in cash resources	198,356	314.319
Cash resources, beginning of year	924,752	610,433
Cash resources, end of year	1,123,108	924,752

1. Incorporation and nature of the organization

Peace Library System (the "Organization") is a regional library system which connects public libraries and schools. The Organization was incorporated in 1986 under the Libraries Act of Alberta as a not-for-profit organization without share capital and is thus exempt from income taxes under section 149 of the Income Tax Act ("the Act").

The Organization is funded by local municipalities, library boards, and the province. The Organization provides centralized ordering, purchasing and processing, e-resources, IT support, reciprocal borrowing, information and reference services, and professional library consultants.

2. Significant accounting policies

The financial statements have been prepared in accordance with the Canadian accounting standards for not-for-profit organizations out of Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board of Canada and includes the following significant accounting policies.

Cash and cash equivalents

Cash and cash equivalents include balances with banks and investment cash accounts. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined by the specific identification method. Net realizable value is the estimated selling price in the ordinary course of business, less selling costs.

Investments

Other investments are portfolio investments recorded at fair value for those with prices quoted in an active market, and cost less impairment for those that are not quoted in an active market. They have been classified as short and long-term assets in concurrence with the nature of the investment.

Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution plus all costs directly attributable to the acquisition.

Amortization is provided using the declining balance method at rates intended to amortize the cost of assets over their estimated useful lives. In the year of acquisition, asset additions are amortized at one-half the normal rate.

	Nale
Buildings	4 %
Automotive	30 %
Computer equipment	30 %
Furniture and fixtures	20 %
Website	100 %

Long-lived assets and discontinued operations

Long-lived assets consist of capital assets. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Organization writes down long-lived assets held for use when conditions indicate that the asset no longer contributes to the Organization's ability to provide goods and services. The asset are also written-down when the value of future economic benefits or service potential associated with the asset is less than its net carrying amount. When the Organization determines that a long-lived asset is impaired, its carrying amount is written down to the asset's fair value and is recognized as an expense in the statement of operations. Write downs are not reversed.

2. Significant accounting policies (Continued from previous page)

Revenue recognition

Appropriation Revenue

Appropriations from member libraries are recognized as revenue in the period to which it pertains.

Grant Funding

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

Interest Income

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

Donation Income

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

Financial instruments

The Organization recognizes financial instruments when the Organization becomes party to the contractual provisions of the financial instrument.

Arm's length financial instruments

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

At initial recognition, the Organization may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. The Organization has not made such an election during the year.

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost less impairment. With the exception of financial liabilities indexed to a measure of the Organization's performance or value of its equity and those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in deficiency of revenue over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Financial asset impairment

The Organization assesses impairment of all its financial assets measured at cost or amortized cost. The Organization groups assets for impairment testing when there are indicators of possible impairment. Management considers whether the issuer is having significant financial difficulty or whether there has been a breach in contract in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Organization determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year.

With the exception of related party debt instruments and related party equity instruments initially measured at cost, the Organization reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

2. Significant accounting policies (Continued from previous page)

Financial instruments (Continued from previous page)

The Organization reduces the carrying amount of the impaired financial assets, to the highest of: the present value of cash flows expected to be generated by holding the asset; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

Any impairment, which is not considered temporary, is included in current year deficiency of revenue over expenses.

The Organization reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in deficiency of revenue over expenses in the year the reversal occurs.

Measurement uncertainty (use of estimates)

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Provisions are made for slow moving and obsolete inventory. Amortization is based on the estimated useful lives of capital assets. Deferred contributions related to capital assets are brought into revenue at the same rate as the related assets are amortized.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates and assumptions in future years could be material. These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues over expenses in the period in which they become known.

Contributed materials and services

Contributions of materials are recognized both as contributions and expenses in the statement of operations when a fair value can be reasonably estimated and when the materials and services are used in the normal course of the Organization's operations and would otherwise have been purchased.

Foreign currency translation

Monetary assets and liabilities of the organization which are denominated in foreign currencies are translated at year-end exchange rates. Transaction amounts denominated in foreign currencies are translated into their Canadian dollar equivalent at exchange rates prevailing at the transaction date. The resulting gains or losses are included in operations for the current period.

3. Cash

Included in cash held in financial institutions are funds of \$668,963 (2023 - \$622,465) bearing interest at prime less 1.9% (2023 - prime less 1.9%) and investment cash accounts of \$448,099 (2023 - \$296,558) bearing interest at 1.75% (2023 - Nil).

Included in cash are restricted funds in the amount of \$157,541 (2023 - \$139,622) included in deferred revenue as unspent allotment contributions, restricted funds in the amount of \$565,848 (2023 - \$574,406) included in deferred revenue as unspent grant amounts, and internally restricted funds of \$212,948 (2023 - \$88,939) that is internally restricted for future purchases and replacements of capital assets.

Peace Library System Notes to the Financial Statements

For the year ended December 31, 2024

4. Accounts receivable

	2024	2023
Trade accounts receivable Goods and services tax	13,608 21,523	30,086 14,239
	35,131	44,325

5. Investments

Investments consist of Guaranteed Investment Certificates with interest rates ranging from 2.27% - 2.28% (2023 - 1.55% to 2.28%) per annum, maturing in January 2025. Certificates maturing within twelve months of the year have been classified as current assets. Included in investments and short-term investments is \$118,987 (2023 - \$376,338) that is internally restricted for future purchases and replacements of capital assets.

6. Capital assets

7.

			2024	2023
		Accumulated	Net book	Net book
	Cost	amortization	value	value
Buildings	1,735,422	1,259,587	475,835	495,661
Automotive	219,599	136,545	83,054	38,952
Computer equipment	219,928	173,410	46,518	56,738
Furniture and fixtures	508,054	462,980	45,074	56,344
Website	88,205	88,205	-	_
	2,771,208	2,120,727	650,481	647,695
Accounts payable and accrued liabilities				
Accounts payable and accrued liabilities			2024	2023
			2024 144,221	2023 133,961
Accounts payable and accrued liabilities Trade payables and accruals Accrued vacation				
Trade payables and accruals			144,221	133,961

Included in trade payables and accruals are \$nil (2023 - \$nil) of source deductions payable to the Canada Revenue Agency.

8. Deferred contributions

The following table represents changes in the deferred contributions balance attributable to each major category of external restrictions:

	Balance, beginning of year	Contributions received	Contributions recognized	Balance, end of year
Indigenous Populations Grant	535,016	230,145	238,703	526,458
Other Grants	39,390	-	-	39,390
	574,406	230,145	238,703	565,848

9. Unexpended book allotments

A percentage of local appropriations revenue is allocated for book purchases for each municipality or school jurisdiction. The unused balance at the end of the year is carried forward to the following year.

	2024	2023
Balance, beginning of year	139,622	178,773
Local appropriation and school levies allocated to members	440,771	425,168
Additional allotments purchased during the year by members	61,163	27,906
Amounts expended during the year	(484,015)	(492,225)
	157,541	139,622

10. Deferred contributions related to capital assets

Deferred capital contributions consist of the unamortized amount of Community Initiatives Program (CIP) grants received for the purchase of capital assets. Recognition of these amounts as revenue is deferred to periods when the related capital assets are amortized. Changes in deferred capital contributions are as follows:

	2024	2023
Balance, beginning of year	14,620	17,963
Contributions received during the year	40,344	-
Less: Amounts recognized as revenue during the year	(10,437)	(3,343)
Balance, end of year	44,527	14,620

11. Contingency

The Organization receives funding from various funding contracts. Requirements specify that amounts not expended in the specified time frame must be repaid. The amount that may have to be repaid is unknown at the date of the financial statements issued. Until such amounts, if any, are determined or paid, they are not reflected in these financial statements as payable.

2024

2023

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#### 12. Reserves

Reserves consists of internally restricted balances which have been restricted for the purchase of capital items.

|                                  | 331,936 | 465,278 |
|----------------------------------|---------|---------|
| Building reserve                 | 148,936 | 237,936 |
| Furnishing and equipment reserve | 36,054  | 38,554  |
| Vehicle reserve                  | 50,618  | 81,578  |
| Technology reserve               | 96,328  | 107,210 |

#### 13. Restrictions on net assets

#### Internally restricted net assets

The Board of Directors have internally restricted certain net assets for the future replacement of capital assets as follows:

- The technology reserve was established to purchase technology upgrades for the Organization;
- The vehicle reserve was established to purchase vehicle assets for the Organization;
- The furnishing and equipment reserve was established to purchase furnishings and equipment for the Organization;
- The general building reserve was established to maintain the building in which the Organization is located.

#### 14. Indigenous Populations Grant expenses

During the year, the following expenses were incurred from funding under the Indigenous Populations Grant:

|                                        | 2024    | 2023    |
|----------------------------------------|---------|---------|
| Salaries and benefits                  | 88,858  | 55,297  |
| Book purchases for on reserve programs | 61,461  | _       |
| Program supplies                       | 47,829  | 38,907  |
| Technology infrastructure              | 22,855  | _       |
| Travel                                 | 17,559  | 5,741   |
| Telephone                              | 141     | 200     |
| Digital resource subscription          | -       | 15,396  |
|                                        | 238,703 | 115,541 |

#### 15. Related party transactions

The Organization is a member of The Regional Automation Consortium (TRAC). The Organization paid \$168,703 (2023 - \$115,572) to TRAC for regional computer network services.

These transactions were in the normal course of operations and measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

#### 16. Economic dependence

The Organization's primary sources of revenue are provincial government grants and funding from members comprising 97% (2023 - 97%) of total revenue. The Organization's ability to continue viable operations is dependent upon continuation of provincial government grants and funding from members.

#### 17. Financial instruments

The Organization, as part of its operations, carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

#### 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 Organization enters into transactions to purchase goods and services denominated in U.S. Dollars currency for which the related revenues, expenses, accounts receivable and accounts payable balances are subject to exchange rate fluctuations.

During the year, the value of the Canadian dollar depreciated against the US dollar. The Organization has limited transactions in the U.S. Dollar. As a result, the change in the exchange rate has increased the Organization's foreign currency risk exposure.

#### Interest rate risk

Interest rate risk is the risk the fair values or future cashflows of a financial instrument could fluctuate because of changes in market rates. The organization is exposed to interest rate risk primarily on its investments and bank accounts which have rates driven by the prime rate. Investments held in GIC have fixed interest rates for the term of the related certificate, but funds held in the investment cash account are subject to a floating rate which at December 31, 2024 was 1.75%. Additionally, the operations bank account bears interest at prime less 1.9% (2023 - prime less 1.9%), which exposes the organization to risk from these changing rates.

There has been no shift in the Organization's interest rate risk from the prior year.

# Peace Library System Schedule 1 - Schedule of Expenses For the year ended December 31, 2024

|                                   | 2024      | 2024<br>Budget<br>(unaudited) | 2023      |
|-----------------------------------|-----------|-------------------------------|-----------|
| Expenses                          |           |                               |           |
| Amortization                      | 68,444    | -                             | 71,422    |
| Digital resource subscription     | 40,712    | 126,000                       | 114,925   |
| Freight                           | 8,281     | 20,000                        | 44,485    |
| Indigenous grant supplies         | 47,971    | -                             | 37,161    |
| Insurance                         | 11,370    | 12,000                        | 10,562    |
| Interlibrary loan                 | 2,259     | 10,150                        | 1,966     |
| Marketing                         | 5,558     | 7,500                         | 6,094     |
| Meetings and workshops            | 14,585    | 21,925                        | 10,928    |
| Membership fees                   | 10,949    | 12,600                        | 11,690    |
| Office                            | 13,866    | 33,400                        | 15,874    |
| Postage                           | 344       | 10,000                        | 3,117     |
| Printing and promotion            | 1,184     | 2,500                         | 1,078     |
| Professional fees                 | 54,385    | 23,500                        | 50,504    |
| Programming event                 | 29,624    | 40,200                        | 10,288    |
| Purchases (recovery) - allotment  | 5,739     | 2,500                         | (2,614)   |
| Purchases - headquarters          | 7,450     | 14,100                        | 7,572     |
| Regional computer network         | 120,508   | 135,600                       | 122,168   |
| Repairs and maintenance           | 126,218   | 51,000                        | 41,981    |
| Salaries and benefits             | 1,586,880 | 1,509,796                     | 1,459,640 |
| Special projects                  | 9,750     | 12,000                        | 8,762     |
| Staff development                 | 8,678     | 9,700                         | 7,636     |
| Telephone                         | 4,083     | 11,000                        | 5,232     |
| The Regional Automatic Consortium | 168,703   | 125,500                       | 115,572   |
| Travel and accommodation          | 107,260   | 91,500                        | 67,368    |
| Indigenous populations grant      | ,<br>-    | 103,123                       | -         |
| Trustee expenses and meetings     | 32,290    | 31,500                        | 38,155    |
| Utilities                         | 45,835    | 46,800                        | 42,712    |
|                                   | 2,532,926 | 2,463,894                     | 2,304,278 |