



**Big Brothers Big Sisters
of Lacombe and District**

2017 Annual Report

Released May 10, 2018





The Board of Directors had another exciting and successful year in 2017.

With large changes over the past few years, 2017 was the year to continue and maintain goals achieved in previous years. 2014 saw an increased presence in Blackfalds, with an accompanied increase in the number of youth receiving mentorship, and in 2016 the Bamford house was acquired. Throughout it all, shifts in the economy was also a large challenge.

We have a wonderfully supportive board and staff with aligned goals and vision throughout these changes and challenges.

The vision of Big Brothers Big Sisters of Lacombe and District:

“Big Brothers Big Sisters of Lacombe and district is a strong, independent, innovative, diverse, volunteer based organization that provides programs and services and role models to any child in need.”

The mission of Big Brothers Big Sisters of Lacombe and District:

“Big Brothers Big Sisters of Lacombe and District mission is to serve the youth of Lacombe and District through the provision of quality one on one volunteer relationships and other related programs by partnering with other community organizations, businesses, individuals and families”.

Financial:

With such opportunities seized in recent years, the Board has made financial security a necessary priority to be able to survive and thrive in those years and on an on-going basis. We have been grateful to have Joey as treasurer to provide budgeting and cash flow expertise, and for us to be in a stronger financial position than in past years. Having a financially stable organization allows us to focus on what really matters, youth mentoring. However, like any not-for profit organization, financial stability will be an ongoing challenge.

Community Engagement:

While focusing on that vision and mission, 2017 was a year for continuing to foster and encourage community support and engagement. Collaborating with local businesses and organizations for not only financial support, but also advocacy and awareness of Big Brothers Big Sisters of Lacombe and District.

We are very proud to display the “Landlord of the Month” outside the Bamford House each month. This was a new initiative to cover household bills and mortgage while giving visual recognition to our generous supporters. We are also proud to be able to share the house with other user groups to support other organizations where possible. We will continue to encourage collaborations and strengthening community relationships.

Staff and volunteers:



As always, our fantastic staff and executive director are at the center of our success. Not just anyone can do what they do. They are passionate, caring and professional. Though they are a small group, they accomplish amazing things within time limitations and with cost efficiency.

Our Board of Directors had some new members join us over the last few years. Fresh ideas and diverse skill sets enhance our governance board and ultimately the future of Big Brothers Big Sisters. We are thankful for the insight, commitment and enthusiasm of each board member. We encourage any individuals interested in our mission to apply.

Similarly, as a volunteer based organization, we would not be where we are without the numerous volunteers who commit their time, energy and hearts to our organization and the youth in our community. They are the ones behind the scenes, who are making a positive difference in a child's life, one hour at a time.

Looking forward:

- Most of all, we strive to continue to provide quality mentoring to the children and youth in the communities we serve: Lacombe, Blackfalds, Alix, Clive, Eckville and the rural community.
- We continue to work toward a position of strength and stability within our organization – paying down the mortgage, stable financials, increased resources and support for our staff who already give their all to our organization.
- We will continue to strengthen ties with the community. Our volunteers, local businesses, other organizations, and all stakeholders truly are our greatest asset.

Thank you to our community for your continued incredible support.

Respectfully Submitted

Heather Nixon,
Board President
Big Brothers Big Sisters of Lacombe and District



Vision:

Every child who needs a mentor, has a mentor

- This mission will always supersede everything we do.
- In 2016 we added a building and absolutely we need to raise funds to pay our mortgage off and maintain the building. **However** we must never lose site of the reason we are here which is to provide mentors to children.
- We must maintain our operating budget to serve our mission. After all, our programs are the reason we need a building.

Program Statistics tied to Financials – Please see attached

- In 2017 BBBS has 80 clients in our 2 core programs (kids/teens) of which 46 were in multiple programs
- BBBS had 82 volunteers in our 2 core programs.
- Core programs are In School and Traditional Mentoring.

On average it is costing BBBS:

- Direct expenditures - Clients **\$137.22 per kid/teen/month**
- Direct expenditures – Volunteers **\$ 84.52 per volunteer/month**
- Administration costs are \$403.01 per kid/teen/volunteers per year **(\$33.58/month)**

We are very conscious of our costs, we provide great service directly to our community and are focused on the long term.

The financial statements were reviewed by BDO and no qualifications were noted.

Financially, we saw an upswing this year after two very difficult years. Big Brother Big Sisters of Lacombe and District (BBBS) was able to generate enough funds this year to basically cover our costs on a cash basis. This is the first time in 3 years we can say that.

We were able to achieve this due to the following:

- 1) Diligent management of our cash, we prepare a monthly cash budget and we monitor our actual results very closely to make sure we are on track to our expectations. If we are below our expectations, we would look to proactively make difficult decisions with our mission in mind. I would thank our bookkeeper and executive director along with all of the staff for their efforts in staying within our budget.



- 2) Type of revenue: BBBS was able to add new forms of revenue like our landlord of the month that help provide monthly funds. BBBS was also fortunate enough to receive a casino in the current year which helped to replenish our cash.
- 3) Most importantly, we would like to thank all our donors and volunteers. BBBS would never be what it is today without the great communities that we work in. We are thankful to all of the corporate and personal donors, the Bamford Foundation, the City of Lacombe, the Town of Blackfalds, the County of Lacombe and countless others who support our programs. BBBS would not be possible without you all.

We came into 2017 expecting this year to be equally difficult for BBBS. We had never started a year with less cash resources. Starting 2017, we had approx. \$34,000 in our bank, only had enough cash to pay for 2 months of operations with no reserve. Our policy is to have a 6 month reserve on hand (ie. Approx. \$90,000). This policy is given accountability to our stakeholders, we provide long term mentoring, we need to ensure we can survive long term. The past two years have certainly tested that.

I am proud to say, that as of December 31, 2017, we have just over \$73,000 in our bank. We are not at our reserve goal yet but certainly a vast improvement over the past two years. This increase is mainly from 1) \$22,670 from the Casino (recorded as deferred revenue on the balance sheet as it is to be used over time on the house), 2) \$15,000 received from the Bamford Foundation (recorded as deferred capital contributions on the balance sheet and recognized into revenue as we amortize the house) 3) being able to basically break even on our operations.

So again, thank you to everyone who donated to our programs in the current year! Being able to generate enough funds to cover our costs is a critical success factor to make sure we can meet our mission - that every child that needs a mentor, has a mentor.

Financial Results:

Statement of Revenue and Expenditures - (revenue and expenses for programing) (page 6)

Total revenue (note added back direct expenses included in revenue to calculate) for the year ended December 31, 2017 was \$193,713 (\$179,502 in 2016, \$212,836 in 2015). This is almost exactly the program revenue than we budgeted for (Budget - \$193,577).



Direct program expenditures were \$XXX,XXX (\$169,466 in 2016, \$188,594 in 2015) which represents XX.XX% of our costs (ie. for every dollar BBBS spends – XX.XX cents goes directly to program delivery). This is XXXX from 81.41% in 2015 and is a direct result of the increased operating costs associated with the new building as well as costs needed for accreditation.

Our goal is to never go below \$0.80 of every dollar. We want our funds going towards our mission, not admin or a building. We are very conscious of this.

Planning and admin expenditures XX(increased/decreased) to \$XX,XXX (\$38,689 in 2016, \$35,528 in 2015) due to higher operating costs.

We budgeted to have total expenses of \$186,305 but ended up with expenses \$196,763 not counting amortization of the building. So we spent \$10,458 more than expected.

Deficiency of revenues over expenditures before transfers for the year ended December 31, 2017 was \$3,050 and we budgeted to have net income of \$7,272 (not including amortization) so we finished \$10,332 worse than budgeted. The important item here, is that are revenue was substantially able to cover our cash costs, something we could not say in 2016 or 2015.

Conclusion:

- We consider this a good year, and hope the start of a trend.
- Our programs focused on our core vision – Every child that needs a mentor, has a mentor.
- Our programs continue not to be effected by our home.
- It is our goal to make sure our focus is on our programs and our new home is used as an asset to help run these programs.
 - To do this our goal is to pay off our mortgage via donations and grants
 - Continue to rebuild our operating reserve to have a plan to cover costs that are associated with the building so that unforeseen repairs do not take away from our programs
- Continue growing our programs in our District with a strategic focus on Lacombe and Blackfalds with the goal of having programs sufficiently funded by each location (ie. Lacombe funds support Lacombe programs, Blackfalds funds support Blackfalds programs).

Treasurer



Thank you to everyone for attending our AGM. We are excited to share with you our 2017 Year in Review. This is personally my 10th AGM and reflecting back on the last decade, I cannot believe how we've grown and changed as a charity. When I began here, I could fit all the Traditional littles in my vehicle. Over the years we moved to a big bus. Currently, we can no longer transport our matches to events.

Everything our team plans and accomplishes is based on our vision, "Every child that needs a mentor, will have a mentor." 2015 and 2016 were difficult years. We had challenging transitions and had to face new operating expenses with the purchase of the Bamford House. Difficult choices were made to cut our extra programs and maintain our clients served but in a sense, freeze our intake. During those years we put our 40 Mentors in 40 Days on sabbatical and chose not to replace full time staff that left on mat leave. With the unprecedented support of our community businesses and organizations, 2017 came through with a rebound. The Landlord of the Month has been a huge success and we have sold out two consecutive years in a row. We were able to finance the 40 Mentors in 40 Days Campaign and recruited 35 new Mentors into the program and were able to match many kids that were on our wait list from the transition years. We currently are not back to 4 full time staff and are still being cautiously lean. Currently we have 1 full time ED, 1 full time and 2 part time Caseworkers (of which make up 3 days). We were successful receiving 4 Canada Summer Job Grants and will temporarily add 3 full time students to our team for the summer.

BBBSLD remains one of the strongest BBBS agencies in Canada for long term matches. This provides the little and their family with a positive long term impact and creates a strong future for that child. Effects of mentoring include; attending post secondary school, achieving a higher income, contributes to their community, stable families and happier lives. Many of our littles that started with me ten years ago, are now graduating or have moved onto college. It fills my heart to see BBBS has made a great impact on their life. Many people don't realize what resources BBBS offers. Our agency delivers 2 core programs, In School and Traditional Programs. We also currently are delivering Go Girls, Game On and Kids & Kops. Youth in our programs access many resources which have included Adopt a Family, Garage Clothing Give Away, Scholastic Free Books, Free Good Food Boxes, camp subsidies, referrals and more.

We couldn't do it without the support from the communities we serve. Many funders and donors are very committed to the success of this agency. There are so many to thank, I will try to highlight a few. United Way of Central Alberta has been one of our longest funding bodies, putting their donors investment into our core programs. Both of the municipalities, both the City of Lacombe supporting us through FCSS and Blackfalds FCSS. The importance of the municipalities support is crucial to obtaining other provincial and federal grants. The Bamford Foundation has been a rock for this agency



and saved us from some detrimental situations we have faced over the past 10 years. Thank you to Gord and his team for sustaining our mission and being the Title Sponsor of our office. Vermilion Energy making sure our Great Big Christmas Dinner happens every year, the Oilmen, Rotary, Kinsmen, Lions and Legion and Knights of Columbus are also amazing groups that help BBBS in many different capacities though out the year. Servus Credit Union is a major sponsor, taking the title sponsorship role of Bowl for Kids Sake for over 8 years in a row. Wolf Creek Public Schools and Father Lacombe Schools are also integral partners that work in partnership to bring the In School Mentoring Program and the Wii Bowling fundraiser to help us serve more youth in our community. Delivering as many programs and fundraisers as we do, there are so many amazing partners that make these happen in our community; and I want to send an overall thank you to them all.

In closing I would like to save my last thank you to the amazing leadership team at BBBSLD. Without great leaders we could not accomplish great things. Thank you to the amazing Board of Director's who approach everything we do with a mind and heart for the kids in our community. Thank you to our amazing staff. We are tiny but mighty. Thank you for giving of your time and energy so selflessly. Working in charity can be an uphill battle at times, but that makes our accomplishments all the sweeter. I often call them the "Dream Team", and I truly do mean it.

Thank you once again for taking the time out of your busy lives to be with us tonight. Next time you see a Mentoring Moment, take it. You never know how big of difference you could make in someone's life.

**Big Brothers & Big Sisters Association
of Lacombe and District
Financial Statements
For the year ended December 31, 2017
(Unaudited)**

Big Brothers & Big Sisters Association of Lacombe and District
Financial Statements
For the year ended December 31, 2017
(Unaudited)

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Independent Practitioner's Review Engagement Report

**To the Members of
Big Brothers & Big Sisters Association of Lacombe and District**

We have reviewed the accompanying financial statements of Big Brothers & Big Sisters Association of Lacombe and District, that comprise the statement of financial position as at December 31, 2017, and the statements of changes in net assets, operations and cash flows for the year then ended, 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.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of Big Brothers & Big Sisters Association of Lacombe and District as at December 31, 2017, 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.

BDO Canada LLP
Chartered Professional Accountants

Lacombe, Alberta
May 28, 2018

Big Brothers & Big Sisters Association of Lacombe and District
Statement of Financial Position
(Unaudited)

December 31	2017	2016
Assets		
Current		
Cash (Note 2)	\$ 73,093	\$ 33,892
Accounts/contributions receivable (Note 3)	20,495	29,985
	93,588	63,877
Long-term portion of contributions receivable (Note 3)	30,000	45,000
Property (Note 4)	283,718	297,909
	\$ 407,306	\$ 406,786
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 4,029	\$ 3,001
Deferred revenue (Note 5)	38,518	17,198
Current portion of long-term debt (Note 6)	139,829	147,475
Current portion of deferred capital contributions (Note 7)	8,697	7,908
	191,073	175,582
Deferred capital contributions (Note 7)	155,769	150,256
Long-term portion of deferred revenue	30,000	45,000
	376,842	370,838
Net assets (Note 8)		
Restricted	5,083	8,001
Unrestricted	45,959	35,677
Capital	(20,578)	(7,730)
	30,464	35,948
	\$ 407,306	\$ 406,786

Approved on behalf of the board:

_____, Director

_____, Director

The accompanying notes are an integral part of these financial statements.

Big Brothers & Big Sisters Association of Lacombe and District
Statement of Changes in Net Assets
(Unaudited)

For the year ended December 31

	Restricted	Unrestricted	Capital	Total 2017	Total 2016
Balance, beginning of year	\$ 8,001	\$ 35,677	\$ (7,730)	\$ 35,948	78,161
Excess (deficiency) of revenue over expenditures for the year	(48,304)	42,820	-	(5,484)	(42,213)
Transfers	45,386	(45,386)	-	-	-
Deferred capital contributions	-	15,000	(15,000)	-	-
Deferred contributions recognized	-	(7,341)	7,341	-	-
Debt retirement recognized	-	(1,356)	1,356	-	-
Principal loan payments	-	(7,646)	7,646	-	-
Amortization	-	14,191	(14,191)	-	-
Balance, end of year	\$ 5,083	\$ 45,959	\$ (20,578)	\$ 30,464	35,948

The accompanying notes are an integral part of these financial statements.

Big Brothers & Big Sisters Association of Lacombe and District
Statement of Operations
(Unaudited)

For the year ended December 31	2017 Budget	2017 Actual	2016 Actual
Revenue			
Bowl for Kids Sake	\$ 30,000	\$ 23,662	\$ 23,472
Direct expenses	(8,834)	(6,722)	(7,881)
Donations	42,100	61,277	64,537
Fundraising	48,500	67,011	53,823
Grant revenue	21,500	29,876	16,028
United Way funding	23,477	26,027	21,732
Other revenue	-	774	144
	156,743	201,905	171,855
Program costs			
Big Bunch	-	-	21,027
Go Girls	32	264	-
In School Mentoring	76,015	77,518	84,238
Kids and Kops	11,025	8,511	5,611
Rural Outreach	37,006	46,474	49,001
Summer Program	2,149	17,834	9,589
	126,227	150,601	169,466
Gross margin	30,516	51,304	2,389
Expenditures			
Advertising and promotion	-	361	-
Amortization	-	14,191	5,913
Building purchase costs	-	-	1,644
Insurance	4,000	3,871	1,850
Interest and bank charges	-	606	967
Interest on long-term debt	-	6,253	2,075
Professional dues	5,350	4,311	5,509
Salaries and related benefits	21,196	21,289	21,705
Telephone and utilities	2,400	3,823	3,025
Travel	-	2,083	1,914
	32,946	56,788	44,602
Excess of expenditures over revenue for the year	\$ (2,430)	\$ (5,484)	(42,213)

The accompanying notes are an integral part of these financial statements.

Big Brothers & Big Sisters Association of Lacombe and District
Statement of Cash Flows
(Unaudited)

For the year ended December 31	2017	2016
Cash flows from operating activities		
Excess of expenditures over revenue for the year	\$ (5,484)	\$ (42,213)
Adjustment for non-cash item		
Amortization	14,191	5,913
	<u>8,707</u>	<u>(36,300)</u>
Change in non-cash working capital items		
Decrease (increase) in accounts/contributions receivable	9,490	(18,966)
Increase (decrease) in accounts payable and accrued liabilities	1,027	(5,130)
Increase in deferred revenue	21,320	15,000
	<u>40,544</u>	<u>(45,396)</u>
Cash flows from investing activities		
Receipt of current portion of contributions receivable	15,000	-
Purchase of property	-	(276,375)
	<u>15,000</u>	<u>(276,375)</u>
Cash flows from financing activities		
Repayment of long-term debt	(7,646)	(2,525)
Proceeds from long-term debt	-	150,000
Deferred capital contributions	15,000	106,375
Recognition of deferred capital contributions	(7,341)	(2,788)
Deferred debt repayment	-	27,707
Recognition of deferred debt repayment	(1,356)	(577)
Contributions for purchase of land	-	20,000
Recognition of current portion of deferred revenue	(15,000)	-
	<u>(16,343)</u>	<u>298,192</u>
Increase (decrease) in cash during the year	39,201	(23,579)
Cash, beginning of year	<u>33,892</u>	<u>57,471</u>
Cash, end of year	\$ 73,093	\$ 33,892
Cash consists of:		
Unrestricted cash	\$ 50,570	\$ 31,694
Externally restricted cash - casino	<u>22,523</u>	<u>2,198</u>
	\$ 73,093	\$ 33,892

The accompanying notes are an integral part of these financial statements.

Big Brothers & Big Sisters Association of Lacombe and District

Notes to the Financial Statements

(Unaudited)

December 31, 2017

Nature of operations

Big Brothers & Big Sisters Association of Lacombe and District (the "Association") is incorporated under the Societies Act of Alberta for the purpose of providing mentoring programs to children in the City of Lacombe and surrounding area.

The Association is registered as a charity organization and is tax-exempt under Section 149(1)(f) of the Canadian Income Tax Act.

1. Summary of significant accounting policies

The financial statements are prepared by management in accordance with Canadian accounting standards for not-for-profit organizations.

The significant accounting policies used are as follows:

Property

Property is recorded at cost. The Association provides for amortization using the following methods at rates designed to amortize the cost of the property over its estimated useful life. The annual amortization rate and is as follows:

Asset	Method	Rate
Buildings	Straight-line	20 years

Revenue recognition

The Association follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions specified for capital purposes are recorded as deferred capital asset contributions. These deferred contributions are taken into income as the related capital costs are amortized.

Unrestricted investment income is recognized as revenue when earned.

Accounting estimates

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, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenditures during the reported period. These estimates are reviewed periodically and are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Contributed services

Volunteers contributed time to assist the Association in carrying out its activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Big Brothers & Big Sisters Association of Lacombe and District

Notes to the Financial Statements

(Unaudited)

December 31, 2017

1. Summary of significant accounting policies (continued)

Reserves It is the Association's policy as a part of their risk management strategy to maintain an operating reserve equal to six months' operating expenses. These funds are internally restricted and can be used only by obtaining approval from the Board of Directors.

2. Cash

Included in cash are restricted funds held by the Association. The operating reserve is internally restricted by the Board of Directors. The casino funds are externally restricted by legislative requirements. The balances are as follows:

	2017	2016
Unrestricted cash	\$ 40,558	\$ 21,692
Operating reserve	10,012	10,001
Casino	22,523	2,199
	\$ 73,093	\$ 33,892

The Association's credit facility includes an authorized revolving line of credit of \$30,000 bearing interest at the Credit Union's prime plus 1.50%, of which none was used at year end. These facilities are secured by general security agreement providing a first charge and interest on all the present and after-acquired personal property. Prime rate at December 31, 2017 was 3.2%.

3. Contribution receivable

Contributions receivable is comprised of amounts relating to an agreement whereby the Gord Bamford Charitable Foundation is to pay a total of \$100,000 over the course of no more than five years. In return, they will receive title sponsorship on the Association's new premises.

4. Property

	2017		2016	
	Cost	Accumulated Amortization	Net	Net
Land	\$ 20,000	\$ -	\$ 20,000	\$ 20,000
Buildings	283,822	20,104	263,718	277,909
	\$ 303,822	\$ 20,104	\$ 283,718	\$ 297,909

Big Brothers & Big Sisters Association of Lacombe and District
Notes to the Financial Statements
(Unaudited)

December 31, 2017

5. Deferred revenue

	2017	2016
Gord Bamford Charitable Foundation	\$ 15,000	\$ 15,000
Casino funds	22,518	2,198
Landlord fundraising	1,000	-
	\$ 38,518	\$ 17,198

6. Long-term debt

	2017	2016
4.6% mortgage, payable \$1,175 monthly including interest, due August 1, 2020.	\$ 139,829	\$ 147,475
Less current portion	139,829	147,475
Long-term portion	\$ -	\$ -

The Association is required to meet a specified debt to equity, current and annual debt service coverage ratios under its lending agreement. The Association is not in compliance with the debt to equity as of the balance sheet date. As a result of the non-compliance, the bank could demand repayment of loans.

The mortgage is secured by a general security agreement specifically pledging all present and after acquired property.

Assuming the mortgage is not demanded due to non-compliance of ratios, the estimated principal repayments are as follows:

2018		\$ 7,832
2019		8,200
2020		123,797
		\$ 139,829

Big Brothers & Big Sisters Association of Lacombe and District
Notes to the Financial Statements
(Unaudited)

December 31, 2017

7. Deferred capital contributions

The Association has received restricted contributions for the purchase of capital assets. These contributions are amortized on a declining balance over the useful life of the asset for which the contributions were received.

	Balance, beginning of year	Contributions	Current amortization	Current portion	Balance, end of year
Deferred contri- butions	\$ 124,482	\$ 15,000	\$ (790)	\$ (7,341)	\$ 131,351
Debt repayment	25,774	-	-	(1,356)	24,418
	<u>\$ 150,256</u>	<u>\$ 15,000</u>	<u>\$ (790)</u>	<u>\$ (8,697)</u>	<u>\$ 155,769</u>

8. Net Assets

	2017 Opening Balances	Revenue	Expenses	Transfers	2017 Closing Balances
Restricted					
In School Mentoring	-	\$ 43,610	\$ (77,518)	\$ 33,908	-
Kids and Kops Summer Program	6,540	5,832	(8,511)	-	3,861
Rural Outreach	-	12,876	(17,834)	4,958	-
Go Girls	-	39,954	(46,474)	6,520	-
	1,461	25	(264)	-	1,222
	<u>8,001</u>	<u>102,297</u>	<u>(150,601)</u>	<u>45,386</u>	<u>5,083</u>
Unrestricted Capital	35,677 (7,730)	106,330 -	(63,510) -	(32,538) (12,848)	45,959 (20,578)
	<u>27,947</u>	<u>106,330</u>	<u>(63,510)</u>	<u>(45,386)</u>	<u>25,381</u>
	<u>\$ 35,948</u>	<u>\$ 208,627</u>	<u>\$ (214,111)</u>	<u>\$ -</u>	<u>\$ 30,464</u>

Restricted funds include monies received from both government organizations and private individuals, where it was requested that the funds go toward a specific program.

9. Allocation of Administration Expense

Administration costs applicable to the operations of the entire Association are allocated to projects based on the type of expenditure and the appropriate costs, pro-rated according to budgeted amounts.

