

Application: Lanark County Community Justice Shared Space Feasibility Study

Joellen McHard - executivedirector@commjustice.org
The Investment Readiness Program

Summary

ID: 2020-0000004132

Eligibility Check

Completed - Oct 6 2020

Eligibility Check



* Required

Instructions

Welcome to the first step in the application process to the Investment Readiness Program (IRP). The form below will help determine whether your organization is eligible to apply for funding through the IRP.

It is strongly recommended to read the [IRP Program Guidelines](#) to learn more about the IRP and related eligibility criteria before beginning the application process.

PDFs of the application form are available through the Community Foundations of Canada website, [here](#). We suggest that you draft your responses and collect all attachments before entering your application on the portal. Although you can save and continue later once you have begun.

Are you a social purpose organization?

Registered Charity

Does the organization have a social, environmental, or cultural mission? * Yes

Does the social purpose organization's future plans include to eventually make an application to borrow money or to take an equity investment from a social finance intermediary?* (Seeking to manage capital is not considered an investment in this context. The IRP is not intended to support preparedness to act as a financial intermediary.)

Yes

Are you a sole proprietor? *

No

Does the social purpose organization generate revenue from the sales of a good or a service? * (Note fundraising activities are not included)

No

Does your social purpose organization have a plan to generate revenue from the sales of a good or a service? *

Yes

2 / 27

Select your Regional Partner

Completed - Oct 6 2020

Form for "Select Your Regional Partner"

The IRP is delivered through a collaboration between Community Foundations of Canada (CFC) and local community foundations ('Regional Partners') across Canada.

Your application will be received and adjudicated by the Regional Partner that serves your impact area. That Regional Partner will be responsible for answering questions, considering requests for funding, and administering the IRP locally.

To learn more about the Regional Partner that serves your region, and how you can get in touch with them, [click here](#).

Note: For potential applicants from Quebec, [please click here](#) to learn more about the IRP program in that province. In Quebec, the IRP accepted applications on a rolling basis as early as December 2019 and it has already closed to new applications, having awarded all available funds.

Your Province or Territory

In which province or territory will your social enterprise and/or project operate? * :

If your social purpose organization and/or project will operate at a national level, with national impact, select the national stream by selecting "other: National" from the province of Ontario list.

ON

Your Regional Partner

3 / 27

ON: Which Regional Partner serves the area where your social purpose organization primarily operates? *

IRP Lanark, Renfrew and Leeds Grenville

Confirm Your Regional Partner

Please type the full name of your Regional Partner, as it appears above, in the box below: IRP Lanark,

Renfrew and Leeds Grenville

Investment Readiness Program Form

Completed - Oct 6 2020

IRP Application Form



* Required

Instructions

Please read the [IRP Program Guidelines](#) to learn more about the IRP and related eligibility criteria. It is strongly recommended that you read the Guidelines before beginning the application process.

PDFs of the application form are available through the Community Foundations of Canada website, [here](#). We suggest that you draft your responses and collect all attachments before entering your application on the portal.

If internet connectivity is an issue for you please send us an email at readiness@communityfoundations.ca to find alternative means to apply.

4 / 27

The application website will send periodic confirmation emails. In which language would you like to receive those emails?

English

Organizational Information

1. Name of your social purpose organization: *

Lanark County Community Justice Program Inc.

2. Legal Name (if different from operating name):

Lanark County Community Justice Program Inc.

3. Contact: *

Who should we contact about this application?

Contact name: *	Joellen McHard
Email address: *	executivedirector@commjustice.org
Phone number: *	613-200-2072

4. Corporate Street Address: *

8 Herriott St, Suite 10E

5. City/Town: *

Perth

6. Province/Territory: *

If you're applying from Quebec, please be aware that there is a separate application process, please refer to the [CFC website](#).

Ontario

7. Postal Code: *

K7H 1S9

8. Organization Website:

www.commjustice.org

9. Summarize the project for which you are seeking funding from the Investment Readiness Program in one sentence. (word count: 30) * e.g. Use the format: "Our SPO does ..., the project we are apply for will..."

LCCJ seeks IRP funds to develop a feasibility study for a social enterprise focused primarily on shared space and secondarily exploring shared services, for social service agencies in Lanark County

6 / 27

10. Corporate Type of the applying body: *

*Please note this section will trigger the appropriate version of the application for your corporate type. This should match

the eligibility questions.

Registered Charity

11b. Charitable Number:

Find your organization's charitable number using [CRA's list](#) of registered charities and other qualified donees.

Must be in proper format (ex. 123456789RR001)

868442310RR0001

11C. Every registered charity or qualified donee has a [webpage](#) on the CRA website. Please include your organization's URL on the CRA website.

Here is an example: This is [Community Foundations of Canada](#) 's web listing on the CRA website.

<https://apps.cra-arc.gc.ca/ebci/hacc/srch/pub/dsplyRprtngPrd?q.srchNm=Lanark+County+Community+Justice+Program+Inc.&q.stts=0007&selectedCharityBn=868442310RR0001&dsrdPg=1>

12. Fiscal Year End: *

03/31

13. Have you applied to the IRP previously? *

No

7 / 27

P1.0

Organizational Mission

16. Please provide a short description of your organization’s mission. (word count 60) *

LCCJ’s mission is to provide and promote the community use of restorative practices. We work with justice partners (police/crown), education and other community partners in Lanark County and Smiths Falls to build a community that uses restorative practices to repair harm, and strengthen relationships.

17. What social, cultural, or environmental problem does your organization address, or intend to address, and how? (word count 60)

LCCJ addresses the social problems that are created by a justice system that only focuses on what law was broken and punishment, rather than what harm has been done and how to heal that harm. Our program allows accused persons to take responsibility for their actions, victims to have a say and build a stronger community with lower repeat offenders.

18. If possible, identify which of the United Nations Sustainable Development Goals your work addresses. (Max. 3 choices)

Learn more about the United Nations Sustainable Development Goals (SDGs) [here](#).

Responses Selected:

Goal 3: Good Health and Well-Being for People
Goal 10: Reducing Inequalities
Goal 16: Peace, Justice and Strong Institutions

Organization: Sustainability, Outcomes 8 / 27

Organization: Sustainability, Outcomes Measurement and Investment

This section of the application is asking questions about your overall organization, not the

enterprise/project you seek to launch or advance with help from the IRP, if that is different.

19. If applicable, what are the total revenues of your organization (from all sources of revenue) and the revenues generated from the sale of goods and services, for each of the past five fiscal years or since establishment, if shorter than 5 years? (Enter N/A for years that were pre-revenue)

	Total revenue (\$)	Revenue from sales of goods and services	Comment
Year 1	119597		
Year 2	197380		
Year 3	212910		
Year 4	219602		
Year 5	134164		
Total	883653.0	0	

9 / 27

20. Broadly speaking, what is your social purpose organization's plan for securing investment in the future? Even if you are at an early stage of development please provide some insight into how loans, equity or other financial investment fit into the future of your organization? (word count 150)

We have been providing services in Lanark County for 20 years. Our funding comes from the government and from the community. We have program funding, from the Ministry of Children Community and Social Services, United Way, the Perth and District Community Foundation, the County of Lanark and the Department of Justice. While this funding is not guaranteed, we have managed these funding sources well, and have been successful in demonstrating the value we bring to the community. We also have a growing list of individual (400+), corporate, municipal and service club donors who have supported us through appeals and other fundraising events. We have strong individual public support, e.g. we raised more than \$50,000 in 2019. We have a \$10,000 reserve fund with the PDCF to improve financial stability.

21. Please explain how your social purpose organization is handling the impacts of COVID-19? What adaptations have you made to ensure the success and continued operation and growth of the organization?

As an essential service to the justice system LCCJ (after a brief pause), has adapted to provide virtual restorative justice services, restorative family services, restorative parenting services, as well as, continuing with volunteer

facilitator training and meetings. We have implemented COVID-19 policies and procedures to remain operational. We are in the process of developing a fundraising plan and strategic plan for the next three years that adapts to COVID-19 challenges. We have accessed the United Way East Ontario Emergency Community Support Fund to adapt our programs with devices, data and training to run virtually. We have accessed the Red Cross PPE training to keep our staff and volunteers trained and safe. We will continue to identify funding for, and virtual opportunities to, promote the use of restorative practices in our community.

P1.1

Social Enterprise Activities

10 / 27

Social Enterprise Activities

This section pertains to your existing or planned enterprise activities (the project), not your organization overall

22. Do you have an existing social enterprise within your existing charitable organization's structure, or in trust? *

No (the form will show only 'Section B: Planned Social Enterprise')

Section B: Planned Social Enterprise. Please answer

on behalf of your current organization

23b. If applicable, how many employees does your organization have?

Full time employees:

(No response)

Part time employees :

3

24b. If applicable, how many volunteers does your organization have?

30

11 / 27

25b. How does your organization measure, or plan to measure, its social, cultural, environmental impact? (word count 150)

Our plan to measure impact will assess how the project is benefitting LCCJ and other agencies engaged with the shared services idea. It will include our quantitative measurement will focus on the building; measuring the occupancy rate; booking of common spaces and pre-and post-rental cost comparisons. A qualitative analysis will include surveying the potential occupants and users of the space, to assess whether there are anticipated opportunities for other shared services/collaboration such as bookkeeping, reception, administration, insurance, accounting and other opportunities for shared services, in order to reduce costs for all participants.

26b. How does or how will your organizations report on those measurements? (word count 60)

We will distribute the feasibility study and evaluations of potential occupants/users of the shared space to the local municipalities, the Perth and District Community Foundation, the Lanark County Child and Youth Service Collaborative, and any other interested parties.

27b. The investment readiness continuum is a non-linear spectrum between the conception of an idea, its implementation and investment readiness. Employment and Social Development Canada defines five stages in this continuum with different skills and supports required at each stage. Please capture, to the best of your

ability, where your organization is on this continuum.

Early Stage Innovation: Exploration and ideation of the initiative - aligning a proposed solution to an identified need.

12 / 27

28b. What goods and services does (or will) your organization deliver? Please describe your market for these goods and services, and any launch or growth strategy. (word count 250)

We will provide the results of a feasibility study and business plan for a shared space for social service agencies in Lanark County and an evaluation of the potential for shared services. Organizations that are housed separately will come together and pay rent for space. This will support the potential for sharing of services between non-profit organizations, reducing expenses, and increasing the sharing of knowledge and experience, thereby strengthening the social service sector serving Lanark County and the town of Smiths Falls.

29b. How does or how will your organization generate revenue? (word count 60) Please note fundraising activities are not eligible (please consult the program guidelines for SPO and project eligibility).

Rental revenue. Through the rental of office space and meeting space LCCJ has the potential to build a social enterprise to generate revenue and reduce expenses for our agency. The business plan identifies opportunities for other shared services (eg. accounting, insurance, bookkeeping, admin, etc.) there will be other potential cost savings for our agency and others involved in the project.

Note: For charities and other qualified donees, there are no question numbers 30 and 31. The next question is number 32, on the following page

P.3

Project Information

This section pertains to the project activities for which you are seeking funding from the Investment Readiness Program.

13 / 27

32. Please specify the precise amount of non-repayable capital your social purpose organization is requesting through the IRP. *

Please do not enter any commas.

\$ 31345.00

32b. Could you proceed with this project if partial funding was only available?

Responses Selected:

No

33. a) Project Start Date (no earlier than January 15, 2021)

2021/01/15

b) Project End Date (no later than June 1st 2021)

2021/06/01

34. Provide details about what you plan to do with the requested funds. Be sure to outline the complete project, both activities and/or research you propose to undertake. (word count 250) *

We will conduct a feasibility study addressing the social enterprise initiatives of owning and managing office space for the delivery of social services and evaluate other opportunities for shared services. Presently, a variety of social services organizations are spread throughout the County and Smiths Falls. Many are in spaces that are not ideal, costly and perhaps tenuous.

We plan on:

-hiring a consultant to assist with the information gathering from other social organizations regarding space availability, space requirements, level of interest in co-locating with other organizations and shared services. As well as, facilitate 2,3,4,5,6 below. And with assistance from the ED and board members of LCCJ, develop a business plan for this initiative.

-hiring a commercial real estate agent to conduct a market assessment (includes identifying properties, net marketing analysis, projected revenue cap rate analysis)

-hiring a commercial real estate inspector to assess the building (repairs needed) -hiring fire department for fire hazard retrofit assessment

-CODE assessment by municipality

-hiring a commercial real estate appraiser to do a cost assessment, comparative market assessment, income assessment, taxes assessment.

If the initial phase of the project identifies that the acquisition of space is feasible; LCCJ, in partnership with another organization(s) intends to apply for future IRP funding to acquire the space, complete the needed renovations, and manage the leasing of the space to other organizations. Co-locating several organizations into one physical space will have significant economy-of-scale benefits and position agencies to pursue other opportunities for shared services.

15 / 27

35. The IRP will prioritize applications that value and embody the concept "nothing about us, without us" within their organizational structure and programming. How will individuals representative of the population(s) you're seeking to serve, be involved in the decision making and delivery of your project/initiative? For environmental organizations, describe your approach to Indigenous land stewardship and diversity, as applicable.

The feasibility study will bring together other social service agencies to determine how we can be more cost effective in delivering our services in the communities where there is the greatest need and benefit to our diverse clients.

36. What primary information gap are you hoping to fill, or what skill or competency do you hope to acquire through the Investment Readiness Program ? (word count 60) *

Gaps: Does this have the needed interest from other agencies? Who are the other agencies that are interested in shared space or shared services? Will this project generate sufficient profit using the information from the feasibility study and the resulting business plan?

Skills: A better understanding of property management, and of the perceived need for a co-located social service hub.

37. What types of supports and services are you looking to access to help deliver your project, e.g. business planning consultant, marketing resources, pitch/deal guidance?

Please identify if these are online or in person, and who will provide them. (word count 60) *

The Government of Canada has funded a number of [expert service providers](#) but other service providers are also acceptable.

All virtual and in person:

a) Consultant to speak with potential partners, coordinate the project, work with b,c,d,e,f below b)

Commercial Real Estate Agent -market assessment

c) Commercial Real Estate Inspector assessment of site(s) for suitability

d) To provide more time for our Executive Director to oversee the management of the project e)

Commercial Real Estate Appraiser

f) Fire Inspector

38. Do you intend to purchase any capital assets to fulfill a contract? *

Please be sure to refer to the Program Guidelines to learn more about eligible asset purchases. No

17 / 27

39. Please describe the relevant skills and experience (leadership, skills, networking, coaching) of the team associated with this project: (word count 150) *

The LCCJ Board of Directors including the Executive Director is the team associated with this project. The team members have experience in business management, property management, negotiation, mediation, community networking and/or leading collaborative community social service projects. Specifically:

Aisha Toor – Board Chair has been active with The Table Community Food Centre in Perth, as has knowledge and connections to many other Lanark County agencies.

Joellen McHard, Executive Director has a long-term involvement with LCCJ and as such, she also brings a wealth of knowledge of other agencies and individuals working in the social services sector in Lanark County. She was the previous ED of Victim Services and Coordinator of the Lanark County Volunteer Hospice Visiting Service and Primary Care Outreach and the North Lanark Community Health Centre. Several board members, specifically Scott Ferguson, David Burkett, Margo Bell and Ross Dixon have property, business and project management experience.

40. Please describe any key community relationships or partnerships your organizations has in the community and their impact on the project for which you are seeking IRP funding. (word count 150) *

We are an active member of the Lanark County Child and Youth Services Collaborative, an association of other

non-profit organizations. We have close working relationships with the Police, Crown Attorney's office, other diversion programs, schools, youth centres, the Lanark, Leeds and Grenville Health Unit, Family and Children Services of Lanark, Leeds and Grenville, and many other organizations that serve children and youth. These networks and others will be used to inform the readiness assessment, and to seek future tenant and shared services analysis.

18 / 27

41. How will completing your project enable your social purpose organization to accept a loan or to take an equity investment in the future? (word count 250)

Should the feasibility study demonstrate a viable cost savings to LCCJ and other social services, as well as, documented significant interest from other social services in Lanark County and Smiths Falls to collaborate with other agencies will result in a lower rent, or no rent for our agency, which would significantly add to our financial sustainability. This would position us to accept a loan or take an equity investment in the future.

P.4

General Information

42. What is the primary purpose(s) of your project/ social enterprise? *

Please check all that apply.

Responses Selected:

Social

42. What is the primary purpose(s) of your social purpose organization? *

Please check all that apply.

Responses Selected:

Social

19 / 27

43. What is the secondary purpose(s) of your project/ social enterprise? *

Please check all that apply.

Responses Selected:

Income generation for a parent organization
Youth services, daycare and after-school programming
Other, please specify...: Sustainable and affordable office space

43. What is the secondary purpose(s) of your social purpose organization?*

Please check all that apply.

Responses Selected:

Youth services, daycare and after-school programming
Other, please specify...: restorative justice

This section pertains to your organization overall.

44. Which populations does your social purpose organization serve? *

Rural

45. Does your organization offer services: *

Please check all that apply.

Responses Selected:

Locally
Regionally

46. What community do you support through the activities related to this project?

Province	ON
City/Town	Lanark County and the Town of Smiths Falls

47. Which primary group(s) does your social purpose organization serve or seek to serve through its social mission? *

Please select up to three groups in ranked order.

Responses Selected:

Youth
People experiencing low incomes
Another group, please specify...: victims of crime & youth or adults offenders

48. If applicable, how many Board members does your organization have? (enter 0 for no board)

8

48b. If applicable, how many of your Board members self-identify as members of the following groups?

Community Foundation of Canada seeks to understand who is leading the social purpose organizations applying to the investment readiness program. This question is optional but we encourage you to answer it if you can. This information assists CFC and Regional Partners to better understand how we deploy our resources and be accountable for building equity and inclusion. (Please enter 0 on all if you choose to decline to state)

LGBTQ+	0
Indigenous people	0
Black People	0
People living with a disability	0
Women	0
Other racialized people	0
Decline to state	✖

49. How many people are in your organization's leadership team (such as Founders, CEO, COO, VPs, Executive Directors, and Directors)

9

49b. How many of your organization's leadership team self-identify as members of the following groups?

Community Foundation of Canada seeks to understand who is leading the social purpose organizations applying to the investment readiness program. This question is optional but we encourage you to answer it if you can. This information assists CFC and Regional Partners to better understand how we deploy our resources and be accountable for building equity and inclusion. (Please enter 0 on all if you choose to decline to state)

LGBTQ+	0
Indigenous people	0
Black People	0
People living with a disability	0
Women	0
Other racialized people/people of colour	0
Decline to state	✘

The information collected in this section is for research purposes only

50. When does your social purpose organization anticipate being ready to take on investment? *

Within

6 months

23 / 27

51. On a scale of 1-5 how familiar are you in the following areas? *

1 5

Not Familiar Very Familiar

Concept of social finance	2
---------------------------	---

Social finance opportunities and how to access them	1
Services and tools available to support an organization's readiness to access social finance opportunities	1

P.5

Feedback, Conflict of Interest and Authorization

Do you have any feedback about this application process? (word count 150) A fillable PDF

would be easier to complete

I certify that the information contained in this application and the accompanying documents is true, accurate and complete. *

Yes

24 / 27

Please confirm that you or any other member of staff do not have any family or business (financial) connections to the service provider you have selected that would present a conflict of interest. *

Yes

The representative with designated signing/decision-making authority for the organization has authorized this application. *

Yes

I consent to being added to the IRP contact list and to receiving relevant information pertinent to the Investment Readiness Program.*

Yes

I confirm that I have obtained express consent to collect, use, and disclose the personal information of the Directors (or like officials) and confirm that they provided the Directors with the information about how their personal information would be used and disclosed.

Yes

Project Budget

Completed - Oct 6 2020

Upload your project budget, clearly outlining all expenses and revenues. Please indicate whether revenues are preferred or pending.

Please use the suggested budget template by selecting the link down below.

<https://cfc-fcc.smapply.ca/protected/resource/eyJ0ZnJlIjogMTA2NjU3MTIxLCAidnEiOiAxNDYwODB9/> **Financial**

[Budget of IRP Application](#)

Filename: Financial_Budget_of_IRP_Application.xlsx Size: 133.9 kB

Financial Statements

25 / 27

Completed - Oct 6 2020

Please upload your social purpose organization's financial statements for each of the past five fiscal years, or since establishment, if shorter than five years. Financial statements prepared by a third party are preferred.

[Audited Financial Statements 2016](#)

Filename: Audited_Financial_Statements_2016.pdf Size: 1.2 MB

[Financial Statements 2017](#)

Filename: Financial_Statements_2017.pdf Size: 1.8 MB

[2018 Financial Statements](#)

Filename: 2018_Financial_Statements_qxLf71d.pdf Size: 573.3 kB

[Financial Statements 2019](#)

Filename: Financial_Statements_2019.pdf Size: 3.9 MB

[Lanark County Comm Justice FS 2020 \(9\)](#)

Filename: Lanark_County_Comm_Justice_FS_2020_9.pdf Size: 4.6 MB

Corporate Bylaws

Completed - Oct 6 2020

Corporate Bylaws

Does your social purpose organization have corporate bylaws?

Yes

Please upload your corporate bylaws:

[Amended ByLaws June 26 2017.pdf](#)

Filename: Amended ByLaws June 26 2017.pdf Size: 448.7 kB

Corporate Filings

Completed - Oct 6 2020

These are tax filing/returns - T3010, T2, T1044, T3, etc.

Corporate Filings

26 / 27

Is your social purpose organization up to date with relevant federal and/or provincial corporate filings?

Yes

Please upload proof of federal or provincial corporate filings that are up to date.

To upload multiple files, click "upload a file" again.

[LCCJP Charity Return \(2\).pdf](#)

Filename: LCCJP Charity Return (2).pdf **Size:** 568.1 kB

List and Bios of Board and/or Management Team

Completed - Oct 6 2020

Please provide a list, including bios, of the Board members and/or management team members that will lead your project.

[Current Board Contact List - January 2020 \(1\)](#)

Filename: Current_Board_Contact_List_-_January_2020_1.docx **Size:** 21.8 kB

Supporting Documents

Completed - Oct 6 2020

Please share one (1) document or file that will help inform the selection jury about the operations of your social purpose organization. This could be a letter of support, a quote from a service provider, etc.)

[Final LCCJ May 2018 Trifold Brochure](#)

Filename: Final_LCCJ_May_2018_Trifold_Brochure.doc **Size:** 1.4 MB

Year Ended March 31, 2016
LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
 Index to Financial Statements
 Year Ended March 31, 2016

	Page
Management's Responsibility for Financial Reporting 1 Independent Auditor's Report 2 - 3 Statement of Financial Position 4 Statement of Operations and Fund Balances 5 Statement of Cash Flows 6	
Notes to Financial Statements 7 - 10 Statement of Operations for Ministry of the Attorney General Funding 11	

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Statement of Financial Position
March 31, 2016

	2016	2015
	\$	\$
Assets		
Current		
Cash 56,686 18,271 Accounts receivable 3,476 2,410 <u>Prepaid expenses 1,638 -</u>		
	61,800	<u>20,681</u>
Liabilities		
Current		
Accounts payable 7,143 3,000 Deferred revenue (Note 4) 38,439 - <u>Due to Province of Ontario 3,986 3,986</u>		
	49,568	6,986
Fund Balances 12,232 13,695 61,800 20,681		

On behalf of the Board

_____ *Director*

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

4

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Statement of Operations and Fund Balances

For the Year Ended March 31, 2016

Budget **2016** 2015

\$ \$ \$

Revenues

Ministry of the Attorney General grant 53,595 **53,595** 53,595 Municipal Grants 6,000 **3,000** 500
United Way 15,000 **15,000** 12,000 Fundraising revenue 7,000 **5,123** 7,222 Donations 2,000 **4,293**
7,831 Memberships and other income 9,600 **9,025** 3,605 Other grants - **10,000** -
Ontario Trillium Foundation - **19,561** - 93,195 **119,597** 84,753

Expenditures

Forum expenses - **2,486** 1,457 Fundraising expense - **2,417** - Insurance 3,239 **3,239** 3,239 Office
and computer supplies 8,626 **12,567** 7,477 Professional fees 2,200 **2,319** 1,819 Program costs -
5,177 - Rent 11,150 **7,196** 7,688 Salaries and wages 56,180 **68,681** 51,653 Telephone and website -
3,589 2,917 Travel and staff expense 2,500 **3,491** 1,931 Volunteer expense 9,300 **9,899** 6,003

93,195 **121,061** 84,184

Net Revenues (Expenditures) for the Year - (1,464) 569 Fund Balances, Beginning of Year - 13,696

13,126 **Fund Balances, End of Year - 12,232** 13,695

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

5

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

**Statement of Cash Flows
Year Ended March 31, 2016**

2016 2015
\$ \$

Operating activities

Excess (deficiency) of revenues over statement of operations for
ministry of the attorney general funding **(1,464)** 569

Changes in non-cash working capital:

Accounts receivable **(1,066)** 772 Prepaid expenses **(1,638)** - Accounts payable **4,144** - Deferred
revenue **38,439** -

39,879 772

Increase in cash flow 38,415 1,341 **Cash - beginning of year 18,271** 16,930 **Cash - end of year**

56,686 18,271

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

6

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Notes to Financial Statements

Year Ended March 31, 2016

1. Nature of Corporation

The Lanark County Community Justice Program Inc., under the Ontario Corporations Act is a registered charity and volunteer program whose core services is the facilitation of community justice forums.

2. Significant Accounting Policies

The financial statements have been prepared by management in accordance with Canadian accounting standards for Not-For-Profit Organizations.

Revenue Recognition

The Corporation follows the deferral method of accounting for contributions. Grants and subsidies are recognized as revenue in the year in which the related expenses are incurred. Grants and subsidies received in advance are deferred for financial statement purposes. 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.

Donations and other revenue are recorded as received

Expense Recognition

Expenditures are recognized according to the accrual basis of accounting in that the expenditures are recorded as incurred as a result of receipt of goods and services and the creation of a legal obligation to pay.

Donated Services

No amounts are reflected in the statements for donated services since no objective basis is available to measure the value of such services. Nevertheless, a substantial number of volunteers donated significant amounts of their time to the Corporation and its fundraising activities.

Cash and Cash Equivalents

Cash and cash equivalents are defined as cash and bank term deposits or equivalent financial instruments with original maturities upon issue of less than 90 days

Investments

Investments are recorded at the lower of cost and market value.

Deferred Revenues

The Corporation receives certain amounts for which the related services have yet to be performed. These amounts are recognized as revenues in the fiscal year the related expenditures are incurred or services performed.

(continues)

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Notes to Financial Statements
Year Ended March 31, 2016

2. Significant Accounting Policies (continued)

Capital Assets

The historical cost and accumulated depreciation for capital assets are not recorded; capital assets are reported as an expenditure on the Statement of Operations and Fund Balances in the year of acquisition.

Financial Instruments

All financial instruments are initially recognized at fair value on the balance sheet. The Corporation has classified each financial instrument into one of the following categories: held-for-trading financial assets and liabilities, loans and receivables, held-to-maturity financial assets and other financial liabilities. Subsequent measurement of financial instruments is based on their classification.

Held-for-trading financial assets and liabilities are subsequently measured at fair value with changes in those fair values recognized in net earnings.

Loans and receivables, held-to-maturity financial assets and other financial liabilities are subsequently measured at amortized cost using the effective interest method.

The Corporation classifies cash and cash equivalents as held-for-trading financial assets, accounts receivable as loans and receivables, and accounts payable as other financial liabilities.

Measurement Uncertainty

The preparation of financial statements 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 expenditures during the period. These estimates are reviewed periodically and as adjustments become necessary they are reported in earnings in the period in which they become due.

3. Net Revenues (Expenditures)

The disposition of any net revenues (expenditures) is at the discretion of the government agency funding the program.

The Corporation has service contracts with the Ministry of the Attorney General. A reconciliation report summarizes by service all revenues and expenditures and identifies any resulting surplus or deficit that relates to the Service Contract approval.

A review of these reports shows the following services to be in a surplus position as at March 31, 2016, Ministry of the Attorney General \$Nil (2015 \$Nil). Any surplus amounts are reflected in Due to Province.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Notes to Financial Statements
Year Ended March 31, 2016

4. Deferred Revenues

	2016
	\$
Trillium Foundation 33,439	
Community Homelessness Prevention Initiative 4,000	
<u>Perth and District Community Foundation 1,000</u>	
	<u>38,439</u>

5. Risk Management

In the normal course of operations, the Corporation is exposed to a variety of financial risks which are actively managed by the Corporation.

The Corporation's financial instruments consist of cash, accounts receivable, accounts payable and due to Province of Ontario. The fair values of cash, investments, accounts payable and accrued liabilities approximate their carrying values because of their expected short term maturity and treatment on normal trade terms.

The Corporation's exposure to and management of risk has not changed materially from March 31, 2015.

Credit Risk

Credit risk arises from the possibility that the entities to which the Corporation provides services to may experience difficulty and be unable to fulfill their obligations. The Corporation is exposed to financial risk that arises from the credit quality of the entities to which it provides services. The Corporation does not have a significant exposure to any individual customer or counter party. As a result, the requirement for credit risk related reserves for accounts receivable is minimal.

Interest Rate Risk

Interest rate risk arises from the possibility that the value of, or cash flows related to, a financial instrument will fluctuate as a result of changes in market interest rates. The Corporation is exposed to financial risk that arises from the interest rate differentials between the market interest rate and the rates on its cash and cash equivalents and operating loan. Changes in variable interest rates could cause unanticipated fluctuations in the Corporation's operating results.

Liquidity Risk

Liquidity risk is the risk that the Corporation will not be able to meet its obligations as they fall due. The Corporation requires working capital to meet day-to-day operating activities. Management expects that the Corporation's cash flows from operating activities will be sufficient to meet these requirements.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Notes to Financial Statements
Year Ended March 31, 2016

6. Capital Disclosures

The Corporation has adopted CICA Handbook Section 1535, Capital Disclosures, which establishes standards for the disclosure of information about the Corporation's capital and how it is managed.

The Corporation defines capital as its net assets and the Corporation's objectives when managing capital are to maintain flexibility between:

- (a) enabling it to operate efficiently;
- (b) providing liquidity and access to net assets for growth opportunities, and
- (c) generating predictable cash flows for the continuing operations of the Corporation.

The Corporation manages the capital structure and makes adjustments to it in light of changes in the economic conditions and the risk characteristics of the underlying assets. The Board of Directors does not establish quantitative return on capital criteria, but rather promotes year over year sustainable surpluses in order to maintain operations. The Corporation is not subject to any externally imposed capital requirements.

7. Comparative figures

Some of the comparative figures have been reclassified to conform to the current year's presentation.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Statement of Operations for Ministry of the Attorney General Funding
Year Ended March 31, 2016

2016 2015
\$ \$

Revenues

Provincial grant **53,595** 53,595

Expenditures

Forum expense **2,506** 1,976 Insurance **2,297** 2,297 Office supplies **5,980** 5,763 Professional fees
1,563 1,563 Rent **7,000** 7,071 Wages and benefits **33,563** 33,833 Volunteer orientation and training
sessions **1,531** 1,454

54,440 53,957

Net Program Expenditures for the Year (845) (362)

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

11

**LANARK COUNTY
COMMUNITY JUSTICE
PROGRAM INC.**

Financial Statements

Year Ended March 31, 2017

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Index to Financial Statements

Year Ended March 31, 2017

Page

Management's Responsibility for Financial Reporting 1 Independent Auditor's Report 2 - 3 Statement
of Financial Position 4 Statement of Revenues and Expenditures and Changes in Fund Balances 5
Statement of Cash Flows 6 Notes to Financial Statements 7 - 10 Statement of Operations for Ministry

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Statement of Financial Position
March 31, 2017

2017 2016
\$ \$

Assets

Current

Cash **63,857** 56,686 Accounts receivable **3,967** 3,476 Prepaid expenses **792** 1,638

68,616 61,800

Liabilities

Current

Accounts payable **6,985** 7,143 Deferred income (Note 4) **43,000** 38,439 Due to Province of Ontario
3,986 3,986

Total liabilities **53,971** 49,568

Fund balances **14,645** 12,232 **68,616** 61,800

On behalf of the Board

_____ *Director*

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

March 31, 2017

Budget 2017 2016
\$ \$

Revenues

Ministry of the Attorney General grant 53,695 **53,595** 53,595 United Way 10,000 **13,000** 15,000
Fundraising revenue - - 5,123 Donations 5,000 **2,434** 4,293 Memberships and other income 2,200
617 9,025 Other grants 30,000 **12,500** 13,000 Ontario Trillium Foundation 127,000 **115,234** 19,561

227,895 **197,380** 119,597

Operating expenses

Bank charges and interest - **3** 2 Forum expenses 3,000 **3,192** 2,486 Fundraising expense - **14** 2,417
Insurance 3,300 **2,865** 3,239 Office and computer supplies 10,500 **8,372** 12,567 Professional fees
2,000 **3,277** 2,319 Program costs 33,500 **17,872** 5,177 Rent 9,500 **9,760** 7,194 Salaries and wages
142,200 **130,547** 68,681 Telephone and website 2,400 **1,327** 3,589 Travel and staff expense 6,500
4,499 3,491 Volunteer expense 9,200 **13,239** 9,899

222,100 **194,967** 121,061

Net Revenues (Expenditures) for the Year 5,795 **2,413 (1,464)** Fund Balances, Beginning of Year

15,287 **12,232** 13,696 **Fund Balances, End of Year 21,082 **14,645** 12,232**

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

5

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

**Statement of Cash Flows
Year Ended March 31, 2017**

2017 2016
\$ \$

Operating activities

Net revenues (expenditures) for the year **2,413** (1,464)

Changes in non-cash working capital:

Accounts receivable **(491)** (1,066) Accounts payable **(158)** 4,144 Deferred income **4,561** 38,439
Prepaid expenses **846** (1,638)

4,758 39,879

Increase in cash flow 7,171 38,415 Cash - beginning of year 56,686 18,271 Cash - end of year
63,857 56,686

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

6

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Notes to Financial Statements

Year Ended March 31, 2017

1. Nature of Corporation

The Lanark County Community Justice Program Inc., incorporated under the Ontario Corporations Act is a registered charity and volunteer program whose core services is the facilitation of community justice forums.

2. Significant Accounting Policies

The financial statements have been prepared by management in accordance with Canadian accounting standards for Not-For-Profit Organizations.

Revenue Recognition

The Corporation follows the deferral method of accounting for contributions. Grants and subsidies are recognized as revenue in the year in which the related expenses are incurred. Grants and subsidies received in advance are deferred for financial statement purposes. 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.

Donations and other revenue are recorded as received.

Expense Recognition

Expenditures are recognized according to the accrual basis of accounting in that the expenditures are recorded as incurred as a result of receipt of goods and services and the creation of a legal obligation to pay.

Donated Services

No amounts are reflected in the statements for donated services since no objective basis is available to measure the value of such services. Nevertheless, a substantial number of volunteers donated significant amounts of their time to the Corporation and its fundraising activities.

Cash and Cash Equivalents

Cash and cash equivalents are defined as cash and bank term deposits or equivalent financial instruments with original maturities upon issue of less than 90 days

Investments

Investments are recorded at the lower of cost and market value.

Deferred Revenues

The Corporation receives certain amounts for which the related services have yet to be performed. These amounts are recognized as revenues in the fiscal year the related expenditures are incurred or services performed.

(continues)

2. Significant Accounting Policies *(continued)*

Capital Assets

The historical cost and accumulated depreciation for capital assets are not recorded; capital assets are reported as an expenditure on the Statement of Operations and Fund Balances in the year of acquisition.

Financial Instruments

All financial instruments are initially recognized at fair value on the balance sheet. The Corporation has classified each financial instrument into one of the following categories: held-for-trading financial assets and liabilities, loans and receivables, held-to-maturity financial assets and other financial liabilities. Subsequent measurement of financial instruments is based on their classification.

Held-for-trading financial assets and liabilities are subsequently measured at fair value with changes in those fair values recognized in net earnings.

Loans and receivables, held-to-maturity financial assets and other financial liabilities are subsequently measured at amortized cost using the effective interest method.

The Corporation classifies cash and cash equivalents as held-for-trading financial assets, accounts receivable as loans and receivables, and accounts payable as other financial liabilities.

Measurement Uncertainty

The preparation of financial statements 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 expenditures during the period. These estimates are reviewed periodically and as adjustments become necessary they are reported in earnings in the period in which they become due.

3. Net Revenues (Expenditures)

The disposition of any net revenues (expenditures) is at the discretion of the government agency funding the program.

The Corporation has service contracts with the Ministry of the Attorney General. A reconciliation report summarizes by service all revenues and expenditures and identifies any resulting surplus or deficit that relates to the Service Contract approval.

A review of these reports shows the following services to be in a surplus position as at March 31, 2017, Ministry of the Attorney General \$Nil (2016 \$Nil). Any surplus amounts are reflected in Due to Province.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Notes to Financial Statements
Year Ended March 31, 2017

4. Deferred Revenues

	2017
	\$
Trillium Foundation 30,000	
Commonwell Foundation 5,000	
County of Lanark 5,000	
<u>Perth and District Community Foundation 3,000</u>	
	<u>43,000</u>

5. Risk Management

In the normal course of operations, the Corporation is exposed to a variety of financial risks which are actively managed by the Corporation.

The Corporation's financial instruments consist of cash, accounts receivable, accounts payable and

due to Province of Ontario. The fair values of cash, investments, accounts payable and accrued liabilities approximate their carrying values because of their expected short term maturity and treatment on normal trade terms.

The Corporation's exposure to and management of risk has not changed materially from March 31, 2016.

Credit Risk

Credit risk arises from the possibility that the entities to which the Corporation provides services to may experience difficulty and be unable to fulfill their obligations. The Corporation is exposed to financial risk that arises from the credit quality of the entities to which it provides services. The Corporation does not have a significant exposure to any individual customer or counter party. As a result, the requirement for credit risk related reserves for accounts receivable is minimal.

Interest Rate Risk

Interest rate risk arises from the possibility that the value of, or cash flows related to, a financial instrument will fluctuate as a result of changes in market interest rates. The Corporation is exposed to financial risk that arises from the interest rate differentials between the market interest rate and the rates on its cash and cash equivalents and operating loan. Changes in variable interest rates could cause unanticipated fluctuations in the Corporation's operating results.

Liquidity Risk

Liquidity risk is the risk that the Corporation will not be able to meet its obligations as they fall due. The Corporation requires working capital to meet day-to-day operating activities. Management expects that the Corporation's cash flows from operating activities will be sufficient to meet these requirements.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Notes to Financial Statements
Year Ended March 31, 2017

6. Capital Disclosures

The Corporation has adopted CICA Handbook Section 1535, Capital Disclosures, which establishes standards for the disclosure of information about the Corporation's capital and how it is managed.

The Corporation defines capital as its net assets and the Corporation's objectives when managing capital are to maintain flexibility between:

- (a) enabling it to operate efficiently;
- (b) providing liquidity and access to net assets for growth opportunities, and
- (c) generating predictable cash flows for the continuing operations of the Corporation.

The Corporation manages the capital structure and makes adjustments to it in light of changes in the economic conditions and the risk characteristics of the underlying assets. The Board of Directors does not establish quantitative return on capital criteria, but rather promotes year over year sustainable surpluses in order to maintain operations. The Corporation is not subject to any externally imposed capital requirements.

7. Comparative figures

Some of the comparative figures have been reclassified to conform to the current year's presentation.

10

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Statement of Operations for Ministry of the Attorney General Funding (Schedule
1) Year Ended March 31,
2017

2017 2016
\$ \$

Revenues

Provincial grant 53,595 53,595

Expenditures

Forum expense **3,192** 2,506 Insurance **2,300** 2,297 Office supplies **4,189** 5,980 Professional fees
1,500 1,563 Rent **6,000** 7,000 Wages and benefits **34,770** 33,563 Volunteer orientation and training
sessions **1,918** 1,531

53,869 54,440

Net Program Expenditures for the Year (274) (845)

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

11

AUDITED

Financial Statements

AUDITED

Financial Statements

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Statement of Cash Flows
Year Ended March 31, 2018

	2018 \$	2017 \$
Operating activities		
Net (expenditures) revenues for the year	(19,766)	2,413
Changes in non-cash working capital:		
Accounts receivable	(3,099)	(491)
Accounts payable	8,541	(158)
Deferred income	12,278	4,561
Prepaid expenses	792	846
	18,512	4,758
Increase (decrease) in cash flow	(1,254)	7,171
Cash - beginning of year	63,857	56,686
Cash - end of year	62,603	63,857

Draft for discussion purposes only

AUDITED

Financial Statements

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Notes to Financial Statements

Year Ended March 31, 2018

2. Significant Accounting Policies (continued)

Capital Assets

The historical cost and accumulated depreciation for capital assets are not recorded; capital assets are reported as an expenditure on the Statement of Operations and Fund Balances in the year of acquisition.

Financial Instruments

All financial instruments are initially recognized at fair value on the balance sheet. The Corporation has classified each financial instrument into one of the following categories: held-for-trading financial assets and liabilities, loans and receivables, held-to-maturity financial assets and other financial liabilities. Subsequent measurement of financial instruments is based on their classification.

Held-for-trading financial assets and liabilities are subsequently measured at fair value with changes in those fair values recognized in net earnings.

Loans and receivables, held-to-maturity financial assets and other financial liabilities are subsequently measured at amortized cost using the effective interest method.

The Corporation classifies cash and cash equivalents as held-for-trading financial assets, accounts receivable as loans and receivables, and accounts payable as other financial liabilities.

Measurement Uncertainty

The preparation of financial statements 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 expenditures during the period. These estimates are reviewed periodically and as adjustments become necessary they are reported in earnings in the period in which they become due.

3. Net Revenues (Expenditures)

The disposition of any net revenues (expenditures) is at the discretion of the government agency funding the program.

The Corporation has service contracts with the Ministry of the Attorney General. A reconciliation report summarizes by service all revenues and expenditures and identifies any resulting surplus or deficit that relates to the Service Contract approval.

A review of these reports shows the following services to be in a surplus position as at March 31, 2018, Ministry of the Attorney General \$Nil (2017 \$Nil). Any surplus amounts are reflected in Due to Province.

Financial Statements

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Statement of Operations for Ministry of the Attorney General Funding (Schedule 1)
Year Ended March 31, 2018

	2018	2017
	\$	\$
Revenues		
Provincial grant	53,595	53,595
Expenditures		
Forum expense	2,544	3,192
Insurance	2,300	2,300
Office supplies	4,925	4,189
Professional fees	1,500	1,500
Rent	6,000	6,000
Wages and benefits	34,770	34,770
Volunteer orientation and training sessions	1,600	1,918
	53,639	53,869
Net Program Expenditures for the Year	(44)	(274)

Draft for discussion purposes only

**LANARK COUNTY
COMMUNITY JUSTICE
PROGRAM INC.**

Financial Statements

Year Ended March 31, 2019

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Index to Financial Statements

Year Ended March 31, 2019

	Page
Management's Responsibility for Financial Reporting 1	1
Auditors' Report 2 - 3	2 - 3
Statement of Financial Position 4	4
Statement of Revenues and Expenditures and Changes in Fund Balances 5	5
Statement of Cash Flows 6	6
Notes to Financial Statements 7 - 9	7 - 9
Statement of Operations for Ministry of the Attorney General Funding (<i>Schedule 1</i>) 10	10

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Statement of Financial Position

March 31, 2019

		2019	2018
		\$	\$
Assets			
Current			
Cash	9,134	62,603	
Accounts receivable	578	7,066	
		9,712	69,669
Liabilities			
Current			
Accounts payable	9,500	13,049	
Government taxes payable	14,305	2,477	
Deferred income	6,000		
Due to Province of Ontario (<i>Note 3</i>)	- 3,986		
Total liabilities	29,805	74,790	
Fund balances	(20,093)	(5,121)	9,712
			69,669

On behalf of the Board

_____ *Director*

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

4

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Statement of Revenues and Expenditures and Changes in Fund
Balances Year Ended
March 31, 2019

2019 2018
\$ \$

Revenues

Ontario Trillium Foundation **87,446** 101,554 Ministry of the Attorney General grant **48,800** 53,595
Other government/foundation funding **49,082** 25,130 Department of Justice Funding **19,474** 22,256
United Way **2,029** 8,000 Donations **7,944** 1,785 Fundraising revenue **658** -
Memberships and other income **4,169** 590 **219,602** 212,910

Expenditures

Bank charges and interest - 1,245 Forum expenses **3,164** 2,934 Insurance **2,902** 2,865 Office and
computer supplies **11,069** 13,482 Professional fees **2,443** 4,035 Program costs **3,975** 14,208 Rent
9,947 9,982 Salaries and wages **193,501** 169,083 Telephone and website **2,289** 1,969 Travel and
staff expense **1,161** 3,910 Volunteer expense **4,123** 8,963

234,574 232,676

Net Expenditures for the Year (14,972) (19,766) Fund Balances, Beginning of Year (5,121) 14,645

Fund Balances, End of Year (20,093) (5,121)

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

5

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Statement of Cash Flows
Year Ended March 31, 2019

2019 2018
\$ \$

Operating activities

Net expenditures for the year (14,972) (19,766)

Changes in non-cash working capital:

Accounts receivable **6,488** (3,099) Accounts payable **(3,549)** 8,541 Government taxes payable
11,828 - Deferred income **(49,278)** 12,278 Prepaid expenses - 792 Due to Province of Ontario
(3,986) -

(38,497) 18,512

Decrease in cash flow (53,469) (1,254) Cash - beginning of year **62,603** 63,857 **Cash - end of year**

9,134 62,603

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

6

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.
Notes to Financial Statements
Year Ended March 31, 2019

1. Nature of Corporation

The Lanark County Community Justice Program Inc., incorporated under the Ontario Corporations Act is a registered charity and volunteer program whose core services is the facilitation of community justice forums.

2. Significant Accounting Policies

The financial statements have been prepared by management in accordance with Canadian accounting standards for Not-For-Profit Organizations.

Revenue Recognition

The Corporation follows the deferral method of accounting for contributions. Grants and subsidies are recognized as revenue in the year in which the related expenses are incurred. Grants and subsidies received in advance are deferred for financial statement purposes. 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.

Donations and other revenue are recorded as received.

Expense Recognition

Expenditures are recognized according to the accrual basis of accounting in that the expenditures are recorded as incurred as a result of receipt of goods and services and the creation of a legal obligation to pay.

Donated Services

No amounts are reflected in the statements for donated services since no objective basis is available to measure the value of such services. Nevertheless, a substantial number of volunteers donated significant amounts of their time to the Corporation and its fundraising activities.

Cash and Cash Equivalents

Cash and cash equivalents are defined as cash and bank term deposits or equivalent financial instruments with original maturities upon issue of less than 90 days

Investments

Investments are recorded at the lower of cost and market value.

Deferred Revenues

The Corporation receives certain amounts for which the related services have yet to be performed. These amounts are recognized as revenues in the fiscal year the related expenditures are incurred or services performed.

(continues)

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Notes to Financial Statements

Year Ended March 31, 2019

2. Significant Accounting Policies *(continued)*

Capital Assets

The historical cost and accumulated depreciation for capital assets are not recorded; capital assets are reported as an expenditure on the Statement of Operations and Fund Balances in the year of acquisition.

Financial Instruments

All financial instruments are initially recognized at fair value on the balance sheet. The Corporation has classified each financial instrument into one of the following categories: held-for-trading financial assets and liabilities, loans and receivables, held-to-maturity financial assets and other financial liabilities. Subsequent measurement of financial instruments is based on their classification.

Held-for-trading financial assets and liabilities are subsequently measured at fair value with changes in those fair values recognized in net earnings.

Loans and receivables, held-to-maturity financial assets and other financial liabilities are subsequently measured at amortized cost using the effective interest method.

The Corporation classifies cash and cash equivalents as held-for-trading financial assets, accounts receivable as loans and receivables, and accounts payable as other financial liabilities.

Measurement Uncertainty

The preparation of financial statements 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 expenditures during the period. These estimates are reviewed periodically and as adjustments become necessary they are reported in earnings in the period in which they become due.

3. Net Revenues (Expenditures)

The disposition of any net revenues (expenditures) is at the discretion of the government agency funding the program.

The Corporation has service contracts with the Ministry of the Attorney General. A reconciliation report summarizes by service all revenues and expenditures and identifies any resulting surplus or deficit that relates to the Service Contract approval.

A review of these reports shows the following services to be in a surplus position as at March 31, 2019, Ministry of the Attorney General \$Nil (2018 \$Nil). Any surplus amounts are reflected in Due to Province.

8

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC. **Notes to Financial Statements** **Year Ended March 31, 2019**

4. Deferred Revenues

2019 2018
\$ \$

County of Lanark **6,000** - Trillium Foundation - 34,446 Volunteers Initiating Vitality Across Lanark County (VIVA) - 20,832

6,000 55,278

5. Risk Management

In the normal course of operations, the Corporation is exposed to a variety of financial risks which are actively managed by the Corporation.

The Corporation's financial instruments consist of cash, accounts receivable, accounts payable and due to Province of Ontario. The fair values of cash, investments, accounts payable and accrued liabilities approximate their carrying values because of their expected short term maturity and treatment on normal trade terms.

The Corporation's exposure to and management of risk has not changed materially from March 31, 2018.

Credit Risk

Credit risk arises from the possibility that the entities to which the Corporation provides services to may experience difficulty and be unable to fulfill their obligations. The Corporation is exposed to financial risk that arises from the credit quality of the entities to which it provides services. The Corporation does not have a significant exposure to any individual customer or counter party. As a result, the requirement for credit risk related reserves for accounts receivable is minimal.

Interest Rate Risk

Interest rate risk arises from the possibility that the value of, or cash flows related to, a financial instrument will fluctuate as a result of changes in market interest rates. The Corporation is exposed to financial risk that arises from the interest rate differentials between the market interest rate and the rates on its cash and cash equivalents and operating loan. Changes in variable interest rates could cause unanticipated fluctuations in the Corporation's operating results.

Liquidity Risk

Liquidity risk is the risk that the Corporation will not be able to meet its obligations as they fall due. The Corporation requires working capital to meet day-to-day operating activities. Management expects that the Corporation's cash flows from operating activities will be sufficient to meet these requirements.

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

**Statement of Operations for Ministry of the Attorney General Funding (Schedule
1) Year Ended March 31,
2019**

2019 2018

\$ \$

Revenues

Provincial grant **48,800** 53,595

Expenditures

Forum expense **3,005** 2,544 Insurance **2,902** 2,300 Office supplies **1,579** 4,925 Professional fees
1,039 1,500 Rent **4,969** 6,000 Wages and benefits **34,493** 34,770 Volunteer orientation and training
sessions **1,184** 1,600

49,171 53,639

Net Program Expenditures for the Year (371) (44)

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

10

**LANARK COUNTY
COMMUNITY JUSTICE
PROGRAM INC.**

Financial Statements

Year Ended March 31, 2020

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Index to Financial Statements

Year Ended March 31, 2020

Page

Management's Responsibility For Financial Reporting 1 Independent Auditor's Report 2 - 3 Statement
of Financial Position 4 Statement of Revenues and Expenditures and Changes in Fund Balances 5
Statement of Cash Flows 6 Notes to Financial Statements 7 - 10 Statement of Operations for Ministry

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Statement of Financial Position

March 31, 2020

	2020	2019
	\$	\$
Assets		
Current		
Cash	46,762	9,134
Accounts receivable	710	578
	47,472	9,712
Investment with Perth & District Community Foundation (Note 3)	10,000	57,472
	57,472	9,712
Liabilities		
Current		
Accounts payable	8,740	9,500
Government taxes payable	1,462	14,305
Deferred income	30,929	6,000
	41,131	29,805
Fund Balances		
Unrestricted	6,341	(20,093)
Internally Restricted - Contingency	10,000	-
	16,341	(20,093)
	57,472	9,712

On behalf of the Board

_____ Director

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

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Statement of Revenues and Expenditures and Changes in Fund

Balances Year Ended

March 31, 2020

Budget 2020 2019
\$ \$ \$

Revenues

Ontario Trillium Foundation - - 87,446 Ministry of the Attorney General 47,587 **47,587** 48,800
Department of Justice - - 19,474 Foundations 15,000 **35,000** 44,082 United Way 9,000 **8,000** 2,029
Municipal Grants 6,000 **6,000** -
Donations 17,000 **35,084** 7,944 Memberships and other income - **1,612** 4,169 Fundraising revenue -
881 658 Other government funding - - 5,000

94,587 134,164 219,602

Expenditures

Forum expenses 3,500 **1,039** 3,164 Fundraising expense - **25** - Insurance 2,900 **3,134** 2,902 Office
and computer supplies 3,500 **5,983** 11,069 Professional fees 2,300 **2,500** 2,443 Program costs - **455**
3,975 Public Education 5,500 **5,040** - Rent 6,000 **1,800** 9,947 Salaries and wages 66,048 **73,855**
193,501 Telephone and website 2,000 **1,921** 2,289 Travel and staff expense 1,500 **1,221** 1,161
Volunteer expense 1,000 757 4,123

94,248 97,730 234,574

Net Revenues (Expenditures) for the Year 339 36,434 (14,972) Fund Balances, Beginning of Year -
(20,093) (5,121) Fund Balances, End of Year 339 16,341 (20,093)

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

5

LANARK COUNTY COMMUNITY JUSTICE PROGRAM INC.

Statement of Cash Flows
Year Ended March 31, 2020

2020 2019
\$ \$

Operating activities

Net revenues (expenditures) for the year 36,434 (14,972)

Changes in non-cash working capital:

Accounts receivable **(132)** 6,488 Accounts payable **(760)** (3,549) Government taxes payable
(12,843) 11,828 Deferred income **24,929** (49,278) Due to Province of Ontario - (3,986)

11,194 (38,497)

Cash flow from operating activities 47,628 (53,469)

Investing activity

Investment with Perth & District Community Foundation (10,000) - Cash flow from (used by) investing activity (10,000) - Increase (decrease) in cash flow 37,628 (53,469) Cash - beginning of year 9,134

62,603 Cash - end of year 46,762 9,134

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