

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Financial Statements
Year Ended March 31, 2011**

Independent Auditor's Report

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INDEPENDENT AUDITOR'S REPORT

**To the Members of
First Nations Land Management Resource Centre Inc.**

We have audited the accompanying financial statements of the First Nations Land Management Resource Centre Inc., which comprise the statement of financial position as at March 31, 2011, and the statements of changes in fund balances, 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 generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to management's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of management's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the First Nation Land Management Resource Centre Inc. as at March 31, 2011, and its financial activities and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

BDO Canada LLP

Chartered Accountants

Kelowna, British Columbia
July 29, 2011

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Statement of Financial Position
As at March 31, 2011**

	2011	2010
ASSETS		
Current		
Cash	\$ 2,584	\$ 356,700
Accounts receivable	300,890	286,117
Receivable from INAC	-	-
Holdback receivable from INAC	417,931	526,400
Prepaid expenses	22,526	19,009
	743,931	1,188,226
Capital Assets (Note 4)	187,109	234,729
	\$ 931,040	\$ 1,422,955
LIABILITIES		
Current		
Bank demand loan (Note 5)	\$ 89,500	\$ -
Accounts payable and accrued liabilities	649,965	867,984
	739,465	867,984
FUND BALANCES		
Invested in capital assets (Note 6)	187,109	234,729
Unrestricted	4,466	320,242
	191,575	554,971
	\$ 931,040	\$ 1,422,955

Commitments (Note 7)

Approved by the Board of Directors:

_____ Chief Austin Bear
 _____ Councillor Bill McCue
 _____ Rennie Goose
 _____ Barry Seymour

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Statement of Operations
Year Ended March 31, 2011**

	Annual Budget	Operating Fund	Capital Asset Fund	Total 2011	Total 2010
Revenues					
Department of Indian Affairs and Northern Development					
Original funding agreement	\$ 3,456,350				
Amendment (Note 9)	<u>722,955</u>				
Revised funding	4,179,305	\$ 4,179,305	\$ -	\$ 4,179,305	\$ 5,264,000
	<u>4,179,305</u>	<u>4,179,305</u>	<u>-</u>	<u>4,179,305</u>	<u>5,264,000</u>
Expenditures					
Amortization	-	-	47,620	47,620	54,677
Audit & accounting	45,400	106,155	-	106,155	69,915
Automation	60,000	60,008	-	60,008	80,432
Bad debts	-	120,482	-	120,482	-
Bank charges & interest	3,000	10,251	-	10,251	12,726
Communications	72,000	87,727	-	87,727	89,108
Equipment	35,000	-	-	-	-
Equipment leasing & maintenance	62,500	60,125	-	60,125	74,460
Etraffic re CBTPD	-	-	-	-	34,290
Furniture	10,000	-	-	-	-
Insurance	7,500	4,911	-	4,911	5,279
LAB direct funding to Developmental					
First Nations	-	64,044	-	64,044	119,798
Legal	100,800	86,908	-	86,908	112,028
Office	40,000	40,738	-	40,738	45,123
Other (meeting administration)	25,484	49,927	-	49,927	52,763
Professional services	710,300	617,618	-	617,618	1,208,388
Rent & occupancy	148,000	133,163	-	133,163	144,465
Salaries, honoraria & contract	2,273,691	2,395,182	-	2,395,182	2,187,344
Translation	5,000	5,608	-	5,608	4,252
Travel	580,630	652,234	-	652,234	844,106
Total expenditures	<u>4,179,305</u>	<u>4,495,081</u>	<u>47,620</u>	<u>4,542,701</u>	<u>5,139,154</u>
Excess of (expenditures) over revenues for the year	\$ -	\$ (315,776)	\$ (47,620)	\$ (363,396)	\$ 124,846

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Statement of Changes in Fund Balances
Year Ended March 31, 2011**

	Operating Fund	Capital Asset Fund	Total 2011	Total 2010
Balance, beginning of year	\$ 320,242	\$ 234,729	\$ 554,971	\$ 430,125
Excess of (expenditures) over revenues	(315,776)	(47,620)	(363,396)	124,846
Balance, end of year	\$ 4,466	\$ 187,109	\$ 191,575	\$ 554,971

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Statement of Cash Flows
Year Ended March 31, 2011**

	2011	2010
Operating activities		
Receipts from Indian Affairs and Northern Development	\$ 4,277,961	\$ 5,548,100
Other operating payments	(4,721,577)	(4,841,884)
	(443,616)	706,216
Investing activity		
Purchase of capital assets	-	(36,091)
Increase (decrease) in cash	(443,616)	670,125
Cash (bank indebtedness), beginning of year	356,700	(313,425)
Cash (bank indebtedness), end of year	\$ (86,916)	\$ 356,700
Cash (bank indebtedness) consists of:		
Cash	\$ 2,584	\$ 356,700
Bank demand loan	(89,500)	-
	\$ (86,916)	\$ 356,700

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Notes to Financial Statements
Year Ended March 31, 2011**

1. Operations

The First Nations Land Management Resource Centre Inc. ("Resource Centre") is a First Nation empowered entity created by the Lands Advisory Board, which has the responsibility to facilitate the implementation of the *Framework Agreement on First Nation Land Management*. The Resource Centre is incorporated under Part 2 of the Canada Corporations Act. The company is a First Nation empowered entity within the meaning of the Income Tax Act (Canada) and is exempt from income taxes.

2. Economic dependence

The First Nations Land Management Resource Centre Inc. receives 100% (2010 - 100%) of its revenue pursuant to a funding arrangement with Indian and Northern Affairs Canada (INAC) in compliance with Part VI of the *Framework Agreement*.

3. Significant accounting policies

(a) Fund accounting

Revenues and expenses related to service delivery and administrative activities are reported in the Operating Fund.

The Capital Asset Fund reports the assets, liabilities, revenues and expenses related to First Nations Land Management Resource Centre Inc.'s capital assets.

(b) Capital Assets

Capital assets are recorded in the Capital Asset Fund at cost.

Amortization is based on the estimated useful life of the asset as follows:

Office equipment	- 20% diminishing balance basis
Leasehold improvements	- 5 year straight line basis

Amortization is provided for at one-half of the above rates in the year of acquisition. Amortization expense is recorded in the Capital Asset Fund.

(c) Revenue recognition

The First Nations Land Management Resource Centre Inc. receives its revenue pursuant to an annual funding agreement with the Minister of Indian Affairs and Northern Development. Revenue is recognized as it becomes receivable under the terms of the funding agreement.

The organization 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.

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

Notes to Financial Statements

Year Ended March 31, 2011

3. Significant accounting policies (continued).

(d) Use of estimates

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

(e) Financial instruments

The entity utilizes various forms of financial instruments. Unless otherwise noted, the organization is not exposed to significant interest, currency or credit risks arising from these financial instruments and the carrying amounts approximate their fair values.

All transactions related to financial instruments are recorded on a settlement date basis.

The entity classifies its financial instruments into one of the following categories based on the purpose for which the asset was acquired. The entity's accounting policy for each category is as follows:

Held for Trading - This category is comprised of cash. They are carried on the balance sheet at fair value with changes in fair value recognized in the statement of operations. Transaction costs related to instruments classified as held for trading are expensed as incurred.

Loans and Receivables - This category is comprised of accounts receivable and holdbacks receivable. These assets are non-derivative financial assets resulting from the delivery of cash or other assets by a lender to a borrower in return for a promise to repay on a specified date or dates, or on demand. They are initially recognized at fair value and subsequently carried at amortized cost, using the effective interest rate method, less any provision for impairment. Transaction costs related to loans and receivables are expensed as incurred.

Other Financial Liabilities - Other financial liabilities includes all financial liabilities and comprises accounts payable and a bank demand loan. These liabilities are initially recognized at fair value and subsequently carried at amortized cost using the effective interest rate method. Transaction costs related to other financial liabilities are expensed as incurred.

4. Capital assets

	Cost	Accumulated amortization	Net 2011	Net 2010
Office equipment	\$ 724,381	\$ 539,296	\$ 185,085	\$ 231,356
Leasehold improvements	228,555	226,531	2,024	3,373
	\$ 952,936	765,827	\$ 187,109	\$ 234,729

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Notes to Financial Statements
Year Ended March 31, 2011**

5. Bank demand loan

Prime plus .5%, revolving demand loan, secured by a general security agreement. The maximum available credit is \$750,000. At March 31, 2011, the organization has \$89,500 (2010 - Nil) drawn under the bank demand loan.

6. Invested in capital assets

	2011	2010
Balance, beginning of year	\$ 234,729	\$ 253,315
Asset additions funded from operations	-	36,091
Amortization	(47,620)	(54,677)
Balance, end of year	\$ 187,109	\$ 234,729

7. Commitments

The Resource Centre has entered into a lease for office premises in Ottawa at a minimum annual rent of \$59,156 per year with an expiry date of February 2012. In addition, the Resource Centre leases photocopiers for \$21,372 per year with an expiry date of January 2013. Future minimum lease payments under these leases are approximately as follows: 2012 - \$75,598 and 2013 - \$16,029.

8. Budget

During the year the LAB/RC received an increase in core funding from INAC of \$722,955 to help cover costs of work that had not been previously budgeted for. These costs include:

- (a) Framework Agreement funding renewal: inviting Operational and Developmental First Nations to the LAB AGM; & a regional workshop for Operational First Nations on Economic Development
- (b) expenses related to First Nations capacity building, training, professional development and related activities.

The original funding agreement was amended and the annual core budget was increased by \$722,955.

9. Capital management

The entity objectives when managing capital are:

- 1. To safeguard the entity's ability to operate as a going concern, and
- 2. To maintain a flexible capital structure

The entity's credit facilities are reviewed annually to ensure sufficient funds are available to meet operational and business needs.

10. Comparative figures

The 2010 comparative figures have been restated to conform to the financial statement presentation adopted for 2011.

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

Year Ended March 31, 2011

Independent Auditor's Comments on Supplementary Financial Information

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INDEPENDENT AUDITOR'S COMMENTS ON SUPPLEMENTARY FINANCIAL INFORMATION

To the Members of First Nation Land Management Resource Centre Inc.

We have audited the financial statements of First Nation Land Management Resource Centre Inc., which comprise of the statement of financial position as at March 31, 2011, and the statements of operations, change in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information and have issued our report thereon dated July 29, 2011. This report contained an unqualified opinion on the financial statements. The audit was performed to form an opinion on the financial statements as a whole. The following supplemental financial information is presented for the purposes of additional analysis and is not a required part of the financial statements. Such supplementary information is the responsibility of management and was derived from the underlying accounting and other records used to prepare the financial statements.

The supplementary information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such supplementary information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves.

The supplementary information is prepared by management of First Nation Land Management Resource Inc., to be presented to Indian and Northern Affairs Canada pursuant to the funding agreement between Indian and Northern Affairs Canada and First Nations Land Management Resource Centre Inc. As a result, the supplementary information may not be suitable for another purpose. Our report is intended solely for management of First Nation Land Management Resource Centre Inc. and Indian Northern Affairs Canada and should not be distributed to or used by parties other than management of First Nation Land Management Resource Centre Inc. and Indian Northern Affairs Canada.

BDO Canada LLP

**Chartered Accountants
Kelowna, British Columbia**

July 29, 2011

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Part D-1 Schedule by Activity
Year Ended March 31, 2011**

	Budget Amendment	Revised Annual Budget	Total Expended Year to Date	Balance Remaining
Revenue				
Department of Indian Affairs and Northern Development				
Original budget	\$ 3,456,350			
Amendment	722,955	\$ 4,179,305	\$ 4,179,305	\$ -
Total revenue		4,179,305	4,179,305	-
Expenditures				
I. FLEXIBLE TRANSFER PAYMENT				
Framework Agreement Implementation				
A. Lands Advisory Board (LAB) & Resource Centre (RC) Policy, Planning & Administration				
1) Lands Advisory Board				
LAB Chair & Directors implementation of Framework Agreement responsibilities		130,344	113,926	16,418
LAB Regional & Annual General Meetings				
Original budget	127,935			
Amendment	294,910	422,845	332,096	90,749
LAB administration (operation & maintenance)		23,084	15,314	7,770
RC staff technical support to LAB		158,069	176,396	(18,327)
		734,342	637,732	96,610
2) Resource Centre				
RC Board of Directors implementation of Framework Agreement responsibilities and related activities		197,472	201,161	(3,689)
RC Board meeting		30,460	34,126	(3,666)
RC staff policy, planning & administration		388,209	387,560	649
RC administration (operation & maintenance)		464,500	427,713	36,787
Bad debts		-	9,813	(9,813)
		1,080,641	1,060,373	20,268
3) Intergovernmental Relations				
ESC meetings/discussions with Canada		13,310	64,718	(51,408)
RC staff technical support to intergovernmental relations		245,253	243,881	1,372
Framework Agreement cost/benefit study		-	-	-
Outreach: meetings with Parliament on the five-year funding authority renewal		-	154,705	(154,705)
		258,563	463,304	(204,741)

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Part D-1 Schedule by Activity
Year Ended March 31, 2011**

Continued	Budget Amendment	Revised Annual Budget	Total Expended Year to Date	Balance Remaining
B. LAB and RC support to Operational First Nations implementing their community land code				
LAB political support to Operational First Nations		48,000	105,691	(57,691)
RC staff technical support to Operational First Nations		775,921	789,769	(13,848)
Professional support to Operational First Nations (legal, environment, CBTPD & surveys)				
Original budget	230,745			
Amendment	<u>397,300</u>	628,045	581,236	46,809
Workshops				
Original budget	-			
Amendment	<u>27,644</u>	27,644	30,180	(2,536)
		<u>1,479,610</u>	<u>1,506,876</u>	<u>(27,266)</u>
C. LAB & RC support to Developmental First Nations preparing to Ratify the Framework Agreement				
LAB political support to Developmental First Nations		21,000	29,561	(8,561)
RC staff technical support to Developmental First Nations		308,192	318,740	(10,548)
Professional support to Developmental First Nations (legal, environment & surveys)		61,500	87,282	(25,782)
Verifier		150,000	116,080	33,920
Workshops				
Original budget	-			
Amendment	<u>3,101</u>	3,101	2,316	785
LAB direct funding to Developmental First Nations		-	64,044	(64,044)
		<u>543,793</u>	<u>618,023</u>	<u>(74,230)</u>
D. LAB and RC support services to Framework Agreement pre-signatory First Nations				
LAB political support to new Framework Agreement signatory First Nations		-	21,616	(21,616)
RC staff technical support to new Framework Agreement signatory First Nations		82,356	76,488	5,868
		<u>82,356</u>	<u>98,104</u>	<u>(15,748)</u>
Total Flexible Transfer Payment expenditures				
Original budget	3,456,350			
Amendment	<u>722,955</u>	4,179,305	4,384,412	(205,107)
Excess of expenditures over revenue for the year		\$ -	\$ (205,107)	\$ 205,107

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Part D-2 Schedule by Class
Year Ended March 31, 2011**

	Budget Amendment	Annual Budget	Total Expended Year to Date	Balance Remaining
1. Salaries, Honoraria and Contract Positions				
Original budget	\$ 2,186,691			
Amendment	<u>87,000</u>	\$ 2,273,691	\$ 2,395,182	\$ (121,491)
2. Travel				
Original budget	348,175			
Amendment	<u>232,455</u>	580,630	652,234	(71,604)
3. Legal Services				
Original budget	65,600			
Amendment	<u>35,200</u>	100,800	86,908	13,892
4. Financial Services				
Original budget	1,600			
Amendment	<u>4,800</u>	6,400	69,320	(62,920)
5. Other Professional Services				
Original budget	358,200			
Amendment	<u>352,100</u>	710,300	617,618	92,682
		<u>3,671,821</u>	<u>3,821,262</u>	<u>(149,441)</u>
6. Administration, Operations and Maintenance				
Automation		60,000	60,008	(8)
Bad debts		-	9,813	(9,813)
Bank charges and related fees		3,000	10,251	(7,251)
Communications		72,000	87,727	(15,727)
Equipment		35,000	-	35,000
LAB direct funding to Dev First Nations		-	64,044	(64,044)
Furniture		10,000	-	10,000
Equipment leasing and maintenance		62,500	60,125	2,375
Insurance		7,500	4,911	2,589
Office		40,000	40,738	(738)
Audit, accounting and other professional fees		39,000	36,835	2,165
Rent and occupancy		148,000	133,163	14,837
Translation		5,000	5,608	(608)
Other				
Original budget	14,084			
Amendment	<u>11,400</u>	25,484	49,927	(24,443)
		<u>507,484</u>	<u>563,150</u>	<u>(55,666)</u>
Total Flexible Transfer Payment Expenditures		\$ 4,179,305	\$ 4,384,412	\$ (205,107)

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Part D-3(a,b) Schedule by Recipient
Year Ended March 31, 2011**

	Per Diem Range	Salary Contracts Services and Honorariums	Other Fees or Remuneration	Travel Expenses Costs and Reimburse.	Other Costs and Expenses	Total Expended Year to Date	Revised Annual Budget	Balance Remaining
Lands Advisory Board Members								
LAB chair	\$750	\$ 91,500	\$ 4,836	\$ 31,866	\$ -	\$ 128,202	\$ 65,023	\$ (63,179)
LAB member #4	750	115,125	6,487	44,129	-	165,741	100,953	(64,788)
LAB member #2	750	80,400	4,178	20,561	-	105,139	53,798	(51,341)
LAB member #7	750	85,125	5,248	36,217	-	126,590	56,998	(69,592)
LAB member #8	750	45,750	5,248	3,505	-	54,503	56,998	2,495
LAB member #5	750	9,000	-	-	-	9,000	23,333	14,333
LAB member #6	750	9,000	-	-	-	9,000	23,333	14,333
LAB member #3	750	42,000	475	19,404	-	61,879	25,129	(36,750)
LAB member #9	750	38,625	275	11,582	-	50,482	23,833	(26,649)
LAB member #10	750	17,250	-	4,278	-	21,528	24,499	2,971
LAB member #11	750	10,500	-	975	-	11,475	23,732	12,257
LAB member #12	750	11,250	-	349	-	11,599	21,633	10,034
		555,525	26,747	172,866	-	755,138	499,262	(255,876)
First Nation Chiefs or Representatives attending the LAB Regional Meetings								
	750	62,825	-	174,005	-	236,830	353,864	117,034

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Part D-3(a,b) Schedule by Recipient
Year Ended March 31, 2011**

Continued	Per Diem Range	Salary Contracts Services and Honorariums	Other Fees or Remuneration	Travel Expenses Costs and Reimburse.	Other Costs and Expenses	Total Expended Year to Date	Annual Budget	Balance Remaining
RC Staff and Contract Positions								
Executive director	124,900 - 149,300							
Director governmental services	99,600 - 119,000							
Director op and dev support - East	99,600 - 119,000							
Manager of strategic planning/policy	91,761 - 105,450							
Manager CBTPD	91,761 - 105,450							
Senior Advisor CBTPD	81,193 - 93,822							
Advisor strategic planning/policy	81,193 - 93,822							
Manager admin and info services	80,365 - 86,697							
Director of finance	74,592 - 96,160							
Receptionist/admin assistant (ON)	51,617 - 55,615							
Director op and dev support - West	99,600 - 119,000							
Oper & dev support (BC)	71,449 - 82,418							
Oper & dev support (BC)	71,449 - 82,418							
Oper & dev support (BC)	71,449 - 82,418							
Oper & dev support (BC)	50,713 - 57,590							
Administrative assistant (BC)	38,717 - 41,762							
Oper & dev support (SK)	71,449 - 82,418							
Oper & dev support (SK)	71,449 - 82,418							
Oper & dev support (ON)	71,449 - 82,418							
Oper & dev support (ON)	71,449 - 82,418							
Executive assistant (SK)	51,617 - 55,615							
Health benefits	50,817							
Training and other	151,683							
Payroll costs	37,500							
		1,750,085	-	242,748	-	1,992,833	1,958,000	(34,833)

FIRST NATIONS LAND MANAGEMENT RESOURCE CENTRE INC.

**Part D-3(a,b) Schedule by Recipient
Year Ended March 31, 2011**

Continued	Per Diem Range	Salary Contracts Services and Honorariums	Other Fees or Remuneration	Travel Expenses Costs and Reimburse.	Other Costs and Expenses	Total Expended Year to Date	Revised Annual Budget	Balance Remaining
Legal Advisors	to 1,600	86,908	-	11,932	-	98,840	107,580	8,740
Financial Services	to 1,600	69,320	-	2,423	-	71,743	9,790	(61,953)
Other Professional Services	Various	524,250	-	25,548	-	549,798	593,325	43,527
Verifiers	1,000	93,368	-	22,712	-	116,080	150,000	33,920
Administration, Operations and Maintenance		-	-	-	553,337	553,337	507,484	(45,853)
Bad Debts		-	-	-	9,813	9,813	-	(9,813)
Total Flexible Transfer Payment Expenditures		\$ 3,142,281	\$ 26,747	\$ 652,234	\$ 563,150	\$ 4,384,412	\$ 4,179,305	\$ (205,107)