

**Prairie to Pine Executive Minutes
May 2, 2023 via Zoom**

- EXECUTIVE PRESENT** Pat Bird (Co-chair), Erica Wittevrongel (Co-chair), Diane Dwarka, Jennifer Pakula, Craig Miller, James deBeer, Tammy Bleue, Meghan Chorney, Tricia Gerhard
- A quorum was present.
- REGRETS** Julia Autonyshyn
- CORRESPONDING MEMBERS PRESENT** Mary Best, Joey Dearborn, Don Schau, Heather Lea, George Meggidon, Lilja Best
- STAFF PRESENT** Shannon McCarthy (Executive Minister); Heather Dootoff (Finance Administrator), Chantal Winslow (Executive Assistant & Recording Secretary), Judy Hare (Pastoral Relations Minister);
- CALL TO ORDER** Pat Bird called the meeting to order at 5:02 pm. We checked in and James deBeer led us in reflection & prayer.
- APPROVAL OF AGENDA** We reviewed the agenda.
- APPROVAL OF MINUTES 044-2022/2023** **It was agreed by consensus:
That Prairie to Pine Executive approve the minutes of April 4, 2023 as distributed.**
- BUSINESS ARISING
Structure Document** Level two document. Distributed and feedback was received. Would like to approve it and then will work on Level Three which will include more descriptions.
- Very attractive.
- 045-2022/2023** **It was agreed by consensus:
That Prairie to Pine Regional Council Executive approve the Level Two Structure Document as presented.**
- Thank you to Teresa Melnachyuk, Diane, Pat, Shannon and Julie for their help.
- Clandeboye & Winnipeg Beach 046-2022/2023** **It was agreed by consensus:
That Prairie to Pine Regional Council Executive approve the following proposals:**
- Whereas it is apparent that the existing governance structure of the Clandeboye Winnipeg Beach Pastoral Charge (one congregation with one board and two worship**

sites) was created with good intentions, without adequate detail or Regional Council approval; and

Whereas people of Clandeboye have shown no desire or commitment participate in creating an effective governance structure that would preserve the one-board-two-worship-sites model, and have instead indicated their desire to leave the pastoral charge;

Therefore, Prairie to Pine Regional Council approves a proposal:

- 1) That the Board of the Clandeboye Winnipeg Beach as presently constituted, be dismissed with appreciation, effective May 31, 2023; and
- 2) That Clandeboye United church, as the party initiating the separation of the pastoral charge, be expected to apply for and receive a new CRA charitable number prior to the official ending of the Clandeboye Winnipeg Beach Pastoral Charge; and
- 3) That by May 31, 2023, the congregations of each of Winnipeg Beach UC and Clandeboye UC will establish an Interim Board for carrying out the ministry of their congregation until their Covenants of Mutual Commitment, Accountability and Support with the Regional Council are completed and approved by the Regional Council; and
- 4) That the Chair, Secretary and Treasurer of the two Interim Congregational Boards will be members of an Interim Joint Pastoral Charge Board that will include the current pastoral charge Treasurer (Gord Adie) and Chair (Joan Dawkins), plus the pastoral charge supervisor, to carry out any necessary business, and negotiate the end to the Clandeboye Winnipeg Beach Pastoral Charge; and
- 5) That each meeting of each congregation and the Interim Boards follow an agenda previously approved by the Pastoral Charge Supervisor in consultation with a person named by the Committee on Community of Faith Support; and
- 6) That minutes, along with the financial reports, of each meeting of the congregations and Interim Boards be sent electronically to the Pastoral Charge Supervisor, the Committee on Community of Faith Support, and the chair of Pastoral Relations Commission within 12 days following a meeting; and
- 7) That the existing Clandeboye Winnipeg Beach Pastoral Charge profile team be disbanded; and
- 8) That each congregation appoint members to a Profile Team for their own community of faith, and proceed with a viability report as required by the Pastoral Relations Commission; and
- 9) That each Profile Team begin seeking collaborative or other arrangements with other communities of faith as part of a revised Covenant of Mutual Commitment, Accountability and Support with the Regional Council; and

10) That at some future date the Regional Council will consider requests to formally disband the Clandeboye Winnipeg Beach Pastoral Charge and to recognize Winnipeg Beach UC and Clandeboye UC in new Covenants of Mutual Commitment, Accountability, and Support with the Regional Council; and.

11) That If these recommendations and expectations are not followed, the Regional Council may assume control of the Communities of Faith and/or Pastoral Charge.

Shannon McCarthy will write a letter to send these motions to Clandeboye and Winnipeg Beach, so that they are aware. Heather Lea will draft a letter. She suggests that it get copied to Judy Hare, Cole, Mary Best, and Heather Lee.

Judy suggested that we check with Cole regarding the timing of the letter.

CORRESPONDENCE

Letter from General Council

We received a letter from General Council asking if we would like to host two members of the Partner's Council. These would be people from our partner Church's overseas. All costs are covered. The dates would be October 22-24. It's a matter of designing a three-day program for them.

We voted yes! Shannon will let them know. Deadline on May 4.

Letter from Four College Conference

A request to help support their conference financially. We agreed that we would like to do the top-level sponsorship of \$1000. The funds will come from our retained earnings. Heather will submit payment. Do we want to do a display?

FINANCE

Audit 047-2022/2023

**It was agreed by consensus:
That Prairie to Pine Regional Council Executive approve the audited report.**

Prairie to Pine uses deferred accounting. While we show the deferred revenue (under liabilities) we hadn't been showing deferred revenue in the restricted funds. It was being reported as income for the year. So they have restated this year's and last year's statements. What will be recorded in the year is the income that matches the expenses. The unspent funds go into the restricted funds on the balance sheet.

Project Funding

We have money sitting in funds for project funding. Should we create a task group to help discern how much we're prepared to offer each year for projects. As well as criteria and maximum grant amounts? Jennifer suggested possibly having a staged approach to approving the grants. Maybe the smaller committee could approve up to a certain amount and then the Regional Council would need to approve anything over an above a certain amount.

Heather Dootoff and Jennifer Pakula will work on this a bit more and we will discuss more at a later meeting.

COMMITTEE REPORTS

Co-chairs

Erica will be attending Convocation Friday night.

Pat went to Rocklake United Church AGM with Shannon.

Community of Faith Support

Self Assessment reports received from 31 pastoral charge. Care and thoughtful reflection on life and work in the pastoral charge. The committee feels that they have been effectively done. The resource that is going to be used this year for self assessments is being revised based on feedback and experience this current year and will be going out to about 45 pastoral charges in September.

Prairie Spirit United Church has made some revisions to their governance structure.

048-2022/2023

It is proposed that

The March 23, 2023 revision of the governance structure for Prairie Spirit United Church be approved for continued use in that community of faith, and that the document be filed for reference in the Regional Council office.

Heather Lee will send a copy along to Cherri Abad for filing.

The report from Clandeboye Winnipeg Beach gathering will be received for information and filed.

Equity and Diversity

NA

Affirm is having their annual AGM online and in person. Will be at Beaconsfield United Church July 14-16. Affirm will be sending letters to regional councils to send representatives to the meeting.

YAAAY

Meeting coming up on May 8 for nominations.

Incorporated Ministries

Nothing

Nominations

In meeting with committees and members of committee's individuals, it was heard that there was feelings of disconnect between the work of their committees and the work of this body. So, this proposal was developed as a clear two way reporting structure between Regional Council Executive and the committees.

For those reasons, we recommend the following:

1. As part of the finalization of the structure document, a clear two-way reporting structure should be developed between Regional Council executive and its committees. A task group comprised of executive members and committee chairs should be convened to discuss this and make recommendations for how it will work.
2. All committee chairs (or representatives) shall be encouraged to attend Regional Council Executive meetings.
3. Regional Council executive and its committee chairs should take part in a strategic planning/visioning exercise to plan for the next three years, including discussions on how to better resource committees and reenergize the executive.

It was mentioned that not all committees have a permanent chair, and we might want to adjust that in the wording.

Commissions are also important and are lacking in communication within this structure.

Accepted as information and we will arrange some visioning work in the future.

Craig is going to provide some information about the path exercise as a possible tool to help in further discussion.

Lay Leadership Support

049-2022/2023

REVISED REPORT From Committee on Lay Ministry Lay Leadership Support to Executive meeting on May 02, 2023 (Don Schau rep to Executive)

It was agreed by consensus that:

1. Based on recommendation from the Committee on Lay Ministry /Lay Leadership Support on February 15, 2023 and confirmation of completion of an Introductory Boundaries course that the Executive of Prairie to Pine Regional Council approve that IRENE CHABLUK of Dugald United Church be re-licensed as a Licensed Lay Worship Leader (LLWL) within Prairie to Pine Regional Council effective immediately for a period of three years

2. Based on recommendation from the Committee on Lay Ministry /Lay Leadership Support on February 15, 2023 and confirmation of completion of Boundaries Refresher : Social Media course that the Executive of Prairie to Pine Regional Council approve that BEV LEADBEATER of Rock Lake Pastoral Charge be re-licensed as a Licensed Lay Worship Leader within Prairie to Pine Regional Council effective immediately for a period of three years.

3. Based on recommendation from the Committee on Lay Ministry /Lay Leadership Support on February 15, 2023 and confirmation of completion of Boundaries Refresher : Social Media course that the Executive of Prairie to Pine Regional Council approve that JAN RICHARDSON of Knox United Church, Kenora

be re-licensed as a Licensed Lay Worship Leader (LLWL) within Prairie to Pine Regional Council effective immediately for a period of three years.

4. Based on recommendation from the Committee on Lay Ministry /Lay Leadership Support on February 15, 2023 and confirmation of completion of Boundaries Refresher : Social Media course that the Executive of Prairie to Pine Regional Council approve that ILA SWAIN of Roland United Church be re-licensed as a Licensed Lay Worship Leader (LLWL) within Prairie to Pine Regional Council effective immediately for a period of three years.

5. Based on recommendation from the Committee on Lay Ministry /Lay Leadership Support on February 15, 2023 and confirmation of completion of Boundaries Refresher : Social Media course that the Executive of Prairie to Pine Regional Council approve that DANIEL SCHWARTZ Bird's Hill United Church be re-licensed as a Licensed Lay Worship Leader (LLWL) within Prairie to Pine Regional Council effective immediately for a period of three years.

6. Based on recommendation from the Committee on Lay Ministry /Lay Leadership Support on February 15, 2023 and confirmation of completion of Boundaries Refresher : Social Media course that the Executive of Prairie to Pine Regional Council approve that ELAINE BENSON, McCreary United Church be re-licensed as a Licensed Lay Worship Leader (LLWL) within Prairie to Pine Regional Council effective immediately for a period of three years.

There were eight LLWLs re-licensed in March, 2023 . There are four LLWLs yet to complete their Boundaries Refresher courses before re-licensing can be approved.

Ministry Personnel Support

NA

Other

STAFF REPORTS

Executive Minister

Beed doing lots of travelling.

Attended the gathering at Clandeboy/Winnipeg Beach.

Pat, Trish and I attended the Rocklake camp AGM. They have finances and somebody who writes grant requests but their biggest issue is recruitment. We gave them some ideas and they are also working on some new ideas. If they need us, we told them to reach out to us.

We have a new General Council Staff person who is now our new Director of Growth, Cam Fraser. There is also conversation about each of the tri-region groupings having a

growth animator. Shannon has looked at that job description and they will be starting that process. Accountability to the regional council but paid for by General Council.

Met with Korean Presbytery people and extended an invitation to the annual meeting.

Three annual meetings in the next 35 days!

Pastoral Relations Minister A lot of zoom trainings and offsite meetings.

Justice & Communications NA

OTHER Annual Meeting Planning Met fairly regularly. Last planned meeting yesterday until the days before the meeting. 206 registrations as of yesterday. 27 of those will be only as part of the hybrid meeting. With youth that brings us close to 200 in person. Workshops on Saturday. Working on the workbook.

NEXT MEETING Next meeting will be in June.

ADJOURNMENT



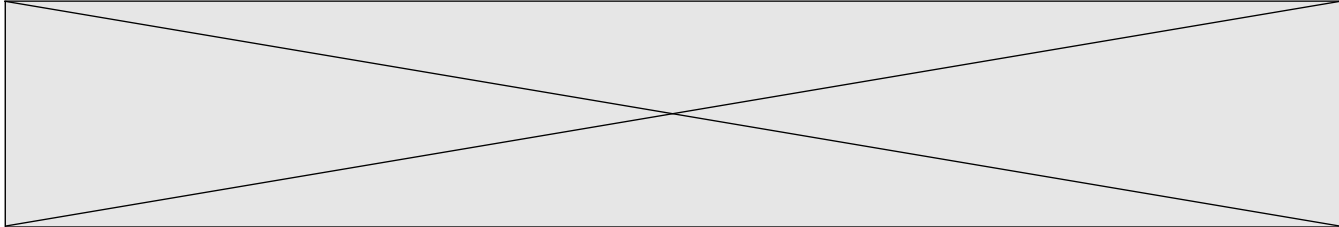
Patricia Bird, Co-Chair



Erica Wiebe, Co-Chair



Shannon McCarthy, Executive Minister



Prairie to Pine Regional Council
60 Maryland Street
Winnipeg, Manitoba
R3G 1K7

Date of approval: _____

BDO Canada LLP
Chartered Professional Accountants
201 Portage Avenue, 26th Floor
Winnipeg Manitoba
R3B 3K6

This representation letter is provided in connection with your audit of the financial statements of Prairie to Pine Regional Council for the period ended December 31, 2022, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

We confirm that to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

Financial Statements

We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated February 10, 2022, for the preparation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations; in particular, the financial statements are fairly presented in accordance therewith.

- The methods, significant assumptions, and data used in making accounting estimates and their related disclosures are appropriate to achieve recognition, measurement and/or disclosure that are reasonable in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.
- Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian Accounting Standards for Not-for-Profit Organizations.
- All events subsequent to the date of the financial statements and for which Canadian Accounting Standards for Not-for-Profit Organizations require adjustment or disclosure have been adjusted or disclosed.
- The financial statements of the entity use appropriate accounting policies that have been properly disclosed and consistently applied.
- We have reviewed and approved all journal entries recommended by the practitioners during the audit. A list of the journal entries is attached to the representation letter.

Information Provided

- We have provided you with:
 - access to all information of which we are aware that is relevant to the preparation of the financial statements, such as records, documentation and other matters;
 - additional information that you have requested from us for the purpose of the audit; and
 - unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

- We are responsible for the design, implementation and maintenance of internal controls to prevent, detect and correct fraud and error, and have communicated to you all deficiencies in internal control of which we are aware.
- All transactions have been recorded in the accounting records and are reflected in the financial statements.
- We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.
- We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware.

Fraud and Error

- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
 - management;
 - employees who have significant roles in internal control; or
 - others where the fraud could have a material effect on the financial statements.
- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators, or others.

Other Representations Where the Situation Exists

- We have informed you of all known actual or possible litigation and claims, whether or not they have been discussed with legal counsel. Since there are no actual, outstanding or possible litigation and claims, no disclosure is required in the financial statements.
- The financial statements and any other information in the annual report provided to you prior to the date of this representation letter are consistent with one another, and there is no material misstatement of the other information. We have provided you with the final version of the document(s) comprising the annual report.
- We will provide to you, when available and prior to issuance by the entity, the final version of the document(s) comprising the annual report.

Yours truly,

Signature

Position

Signature

Position

Prairie to Pine Regional Council

H90

Year End: December 31, 2022

Adjusting Journal Entries

Date: 1/01/22 To 12/31/22

Prepared by EB 2/27/23	Detail Rev EV 3/20/23	Gen Rev CK 4/10/23	Quality Rev
4th Level Rev	Tax Rev	IS Audit Rev	Other Rev

Number	Date	Name	Account No	Reference	Debit	Credit	Recurrence	Misstatement
1	12/31/22	Living Skies Holding Account	2135	H85	1,029.32			
1	12/31/22	Miscellaneous Income	4346	H85		1,029.32		
Record effects of LSRC clearout of General Holding account (per discusion with Heather)								
2	12/31/22	Accum. Amort.- Furn.& Equip	1825	APT_U. 02		406.29		
2	12/31/22	CO Depreciation on Office Assets	5696-1000	APT_U. 02	406.29			
To record amortization for the year								
3	12/31/22	Interest Receivable	1150	APT_B. 02		2,014.89		
3	12/31/22	Interest Receivable	1150	APT_B. 02	5,475.60			
3	12/31/22	Interest - GIC	4328	APT_B. 02		3,460.71		
To reverse prior year accrued interest on GICS and to record current year accrued interest on GICS								
4	12/31/22	Accrued Vacation Regional Staff	2157	APT_PRL. 03		880.24		
4	12/31/22	ST Regional Salaries and Benefits	5712	APT_PRL. 03	2,163.97			
4	12/31/22	SH Shared Salaries and Benefits	5714	APT_PRL. 03		1,283.73		
To adjust year end vacation accrual to actual								
5	12/31/22	Trust & Special Funds	2470	APT_VV. 02	16,000.00			
5	12/31/22	Pastoral Relations Discretionary Fund (009 - 20	3550	APT_VV. 02		16,000.00		
To reclass internally restricted reserve relating to the Pastoral Relations Discretionary Fund								
6	12/31/22	Trust & Special Funds	2470	APT_VV. 02		178,670.62		
6	12/31/22	RF Gifts from Qualified Donees	4524	APT_VV. 02	158,748.94			
6	12/31/22	RF General Council Grant	4525	APT_VV. 02	3,291.68			
6	12/31/22	RF Grants from Government	4535	APT_VV. 02	8,005.00			
6	12/31/22	RF Donations (tax receipt)	4640	APT_VV. 02	8,605.00			
6	12/31/22	RF Sale of Goods/Services	4644	APT_VV. 02	20.00			
To reallocate receipts and expenses on designated funds								
7	12/31/22	Trust & Special Funds	2470	APT_VV. 02	2,500.00			
7	12/31/22	RF Donations (tax receipt)	4640	APT_VV. 02		2,500.00		
To recognize revenues to match expenses incurred on designated funds								
8	12/31/22	Trust & Special Funds	2470	APT_VV. 02	24,464.88			
8	12/31/22	RF Gifts from Qualified Donees	4524	APT_VV. 02		10,000.00		
8	12/31/22	RF General Council Grant	4525	APT_VV. 02		3,291.68		
8	12/31/22	RF Donations (tax receipt)	4640	APT_VV. 02		11,173.20		
To recognize revenues to match operating expenses relating to designated funds.								
					230,710.68	230,710.68		
Net Income (Loss)			285,556.38					

Prairie to Pine Regional Council

Year End: December 31, 2022

Reclassifying Journal Entries

Date: 1/01/22 To 12/31/22

H91

Prepared by EB 2/27/23	Detail Rev EV 3/20/23	Gen Rev	Quality Rev
4th Level Rev	Tax Rev	IS Audit Rev	Other Rev

Number	Date	Name	Account No	Reference	Debit	Credit	Recurrence	Misstatement
101	12/31/22	Accounts Payable	2100	APT_FSD. 04	621.11			
101	12/31/22	Living Skies Holding Account	2135	APT_FSD. 04		621.11		
		To record dues of Living skies payable to Prairie to Pine						
102	12/31/22	Accounts Receivable	1200	APT_C. 03		11,966.53		
102	12/31/22	A/R CDI	1230	APT_C. 03	11,966.53			
		FS presentation - to reclassify year-end balances with Prairie to Pine CDI						
103	12/31/22	Office Furniture & Equipment	1820	H85		4,377.78		
103	12/31/22	Accum. Amort.- Furn. & Equip	1825	H85	4,377.78			
		To net opening capital assets consistent with PY						
					16,965.42	16,965.42		
		Net Income (Loss)	285,556.38					

Prairie to Pine Regional Council
Shannon McCarthy, Executive Minister
60 Maryland Street
Winnipeg, Manitoba
R3G 1K7

Date to be determined

Dear Shannon McCarthy

Re: Management Letter

The objective of an audit is to obtain reasonable assurance whether the non-consolidated financial statements are free of any material misstatement and it is not designed to identify matters that may be of interest to management in discharging its responsibilities. Accordingly an audit would not usually identify all such matters.

During the course of our audit of the financial statements of Prairie to Pine Regional Council for the year ended December 31, 2022, we did not encounter any significant matters that we believe should be brought to your attention.

This communication is prepared solely for the information of management and is not intended for any other purposes. We accept no responsibility to a third party who uses this communication.

We would like to express our appreciation for the cooperation and assistance that we received during the course of our audit from Heather Dootoff.

We shall be pleased to discuss with you further any matters mentioned in this report at your convenience.

Yours truly,

Chris Kauenhofen, CPA, CA
Partner through a corporation
BDO Canada LLP
Chartered Professional Accountants

PRAIRIE TO PINE REGIONAL COUNCIL

Non-Consolidated Financial Statements
For the year ended December 31, 2022

Draft - Subject to Change

PRAIRIE TO PINE REGIONAL COUNCIL

Non-Consolidated Financial Statements For the year ended December 31, 2022

	Contents
Independent Auditor's Report	2
Non-Consolidated Financial Statements	
Non-Consolidated Statement of Financial Position	4
Non-Consolidated Statement of Operations	5
Non-Consolidated Statement of Changes in Net Assets	
Non-Consolidated Statement of Cash Flows	6
Notes to Non-Consolidated Financial Statements	8

Independent Auditor's Report

To the Executive of Prairie to Pine Regional Council

Opinion

We have audited the non-consolidated financial statements of Prairie to Pine Regional Council (the "Council"), which comprise the non-consolidated statement of financial position as at December 31, 2022, and the non-consolidated statements of operations and changes in net assets, and cash flows for the year then ended, and notes to the non-consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying non-consolidated financial statements present fairly, in all material respects, the financial position of the Council as at December 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Council in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

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

In preparing the non-consolidated financial statements, management is responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Council or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Chartered Professional Accountants

Winnipeg, Manitoba
Date to be determined

PRAIRIE TO PINE REGIONAL COUNCIL
Non-Consolidated Statement of Financial Position

December 31 **2022** **2021**

Assets

Current Assets

Cash and bank	\$ 291,943	\$ 407,662
Short-term investments (Note 3)	754,892	421,118
Accounts receivable	6,407	4,374
Prepaid expenses	1,079	4,165
Due from related party (Note 4)	15,311	3,857
Due from Prairie to Pine United Church Development Inc. (Note 5)	11,966	9,059
	1,081,598	850,235

Long-term investments (Note 3) **210,906** 1,268

Capital assets (Note 6) **406** 812

\$ 1,292,910 **\$ 852,315**

Liabilities and Net Assets

Current Liabilities

Accounts payable and accrued liabilities	\$ 10,031	\$ 9,078
Due to related party (Note 4)	3,125	745
Deferred revenue (Note 7)	10,673	10,673
Designated funds (Note 8)	328,538	176,833
	352,367	197,329

Commitments (Note 9)

Net assets

Unrestricted	324,543	38,986
Internally restricted net assets (Note 11)		
Project Fund	400,000	400,000
Internal reserves	200,000	200,000
Pastoral Relations Discretionary Fund	16,000	16,000
	940,543	654,986

\$ 1,292,910 **\$ 852,315**

Approved by the Regional Council Executive:

_____ Executive Minister

_____ Treasurer

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

PRAIRIE TO PINE REGIONAL COUNCIL Non-Consolidated Statement of Operations

For the year ended December 31	2022 Budget	2022 Actual	2021 Actual
Revenue			
The United Church of Canada (Note 4)	\$ 631,000	\$ 666,475	\$ 641,375
Donations	18,000	510,702	68,851
Investment income	5,000	9,220	5,465
Miscellaneous income	-	6,411	-
Event fees	-	2,820	-
Sales of goods and services	-	350	175
Amortization of lease inducement	-	-	30,550
Rental income	-	-	16,023
	654,000	1,195,978	762,439
Expenses			
Allocations and payments to programs	146,000	372,586	144,451
Amortization	-	406	18,855
Annual meeting	10,000	6,535	6,990
General funds	72,650	35,288	31,166
Office and administration	39,200	39,599	69,867
Staffing costs	414,000	456,007	402,863
	681,850	910,421	674,192
Excess (deficiency) of revenue over expenses before grant	(27,850)	285,557	88,247
Grant to Prairie to Pine United Church Development Inc. (Note 5)	-	-	(400,000)
Excess (deficiency) of revenue over expenses	\$ (27,850)	\$ 285,557	\$ (311,753)

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

**PRAIRIE TO PINE REGIONAL COUNCIL
Non-Consolidated Statement of Changes in Net Assets**

For the year ended December 31

2022

2021

	<u>Internally Restricted (Note 11)</u>				Total	Total
	Unrestricted	Project Fund	Internal Reserves	Pastoral Relations Discretionary Fund		
Balance, beginning of year	\$ 38,986	\$ 400,000	\$ 200,000	\$ 16,000	\$ 654,986	\$ 966,739
Excess (deficiency) of revenue over expenses	285,557	-	-	-	285,557	(311,753)
Balance, end of year	\$ 324,543	\$ 400,000	\$ 200,000	\$ 16,000	\$ 940,543	\$ 654,986

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

PRAIRIE TO PINE REGIONAL COUNCIL
Non-Consolidated Statement of Cash Flows

For the year ended December 31	2022	2021
Cash Flows from Operating Activities		
Excess (deficiency) of revenue over expenses	\$ 285,557	\$ (311,753)
Adjustments for		
Amortization of capital assets	406	18,855
	285,963	(292,898)
Adjustments for non-cash items		
Accounts receivable	(2,033)	6,033
Prepaid expenses	3,086	1,256
Due from related party	(11,454)	(1,883)
Due to related party	2,380	(27,954)
Accounts payable and accrued liabilities	953	(539)
Designated funds	151,705	23,587
Deferred revenue	-	(35,552)
Due from Pine United Church Development Inc.	(2,907)	(4,077)
	427,693	(332,027)
Cash Flows from Investing Activities		
Redemption of investments	(543,412)	307,639
Decrease in cash and cash equivalents	(115,719)	(24,388)
Cash and cash equivalents, beginning of year	407,662	432,050
Cash and cash equivalents, end of year	\$ 291,943	\$ 407,662

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

PRAIRIE TO PINE REGIONAL COUNCIL

Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

1. Nature of Operations

The Prairie to Pine Regional Council (the "Council") is composed of Communities of Faith of The United Church of Canada within the Province of Manitoba and those in the Central Time Zone of Northwestern Ontario (including Atikokan). The Regional Council of the United Church of Canada is a decision making body responsible to serve and support Communities of Faith within its bounds and provide necessary oversight. The Council is a registered charity under the Income Tax Act. It is exempt from income taxes under section 149(1) of the Income Tax Act.

The purpose of the Council is:

- Provide support advice and services to Communities of Faith in the areas of human resources, property, archives, leadership training.
- Provide oversight of Communities of Faith and supporting them in their life and work and ensure compliance with the policies and polity of the United Church.
- To ordain and commission members of the order of ministry, recognize Designated Lay Minister, and celebrate admission and re-admissions into the order of ministry.
- To speak both pastorally and prophetically while providing education and advocacy on issues that affect the health of our communities.

2. Summary of Significant Accounting Policies

Basis of Accounting

These non-consolidated financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The Council has elected to not consolidate Prairie to Pine United Church Development Inc.

Revenue Recognition

The Council follows the deferral method of accounting for contributions.

Grants - These revenues are recognized as revenue in the period for which the grant is made based on the approved budget of the Council.

Interest - Interest revenue is recognized as income when the Council becomes entitled to such earnings.

Deferred Contributions - Contributions restricted for particular purposes are deferred and recognized as revenue when the related expenses are incurred.

PRAIRIE TO PINE REGIONAL COUNCIL

Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

2. Summary of Significant Accounting Policies (continued)

Revenue Recognition (continued)

Donations - Donation revenue is recorded when received. Donation revenue received with no specific purposes is unrestricted and will be used at the discretion of the Council. The Council's practice is to allocate these funds as per the donor's request.

Sales and fee for service - These revenues are recognized as revenue in the period for which the services have been rendered or goods provided in the case of service charges and fees.

Volunteer Services

The Conference receives the benefit of the contribution of significant time by many volunteers. Due to the difficulty in determining the fair value of the time, volunteer services are not recognized in these non-consolidated financial statements.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash held in bank accounts and guaranteed investment certificates that mature within 3 months.

Capital Assets

Purchased capital assets are recorded at cost.

Other capital assets are amortized on a straight-line basis starting the year after acquisition over the following term:

Computer equipment	3 years
Office equipment	5 years

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in operations. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

PRAIRIE TO PINE REGIONAL COUNCIL

Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

2. Summary of Significant Accounting Policies (continued)

Post Retirement Benefit Plan

The employees of the Council participate in a defined benefit pension plan administered nationally by The United Church of Canada. Defined contribution plan accounting is applied to this multi-employer contributory defined benefit.

Use of Estimates

The preparation of non-consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the non-consolidated 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.

3. Investments

	2022	2021
Conexus CU GIC - 3.65%, maturing November 2, 2023	\$ 200,000	\$ -
Conexus CU GIC - 3.24%, maturing August 18, 2023	152,107	151,275
Conexus CU GIC - 0.55%, maturing March 13, 2023	150,000	150,000
Conexus CU GIC - 4.05%, maturing December 22, 2023	150,000	-
Conexus CU GIC - 3.44%, maturing August 18, 2023	101,505	100,950
Conexus CU GIC - 1.25 maturing March 15, 2024	100,000	-
Scotia Wealth GIC - 4.37%, maturing December 21, 2026	23,000	1,268
Scotia Wealth GIC - 4.76%, maturing December 23, 2024	23,000	-
Scotia Wealth GIC - 4.51%, maturing December 22, 2025	23,000	-
Scotia Wealth GIC - 4.35%, maturing December 21, 2027	23,000	-
Assiniboine CU GIC - 0.00%, maturing April 5, 2024	12,769	-
Assiniboine CU GIC - 0.00%, maturing April 4, 2024	2,077	-
Assiniboine CU GIC - 0.00%, maturing March 22, 2024	1,909	-
Assiniboine CU GIC - 1.00%, maturing September 26, 2023	1,280	-
Assiniboine CU GIC - 0.10%, maturing March 13, 2025	725	718
Assiniboine CU GIC - 0.50%, maturing May 9, 2025	721	716
Assiniboine CU GIC - 2.50%, maturing September 17, 2025	705	703
Cash balances on investment accounts	-	16,756
	965,798	422,386
Less due within one year	(754,892)	(421,118)
	\$ 210,906	\$ 1,268

PRAIRIE TO PINE REGIONAL COUNCIL Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

4. Due from Related Parties

The following table summarizes the Council's related party transactions for the year:

	2022	2021
Grants from the United Church of Canada	\$ 666,475	\$ 641,375

These transactions are in the normal course of operations and are measured at the exchange value, which is the amount agreed upon by the two parties.

The amounts due (to) from related parties at year end are as follows:

	2022	2021
Due from Northern Spirit Regional Council	\$ 5,501	\$ -
Due from Living Skies Regional Council	9,810	3,857
	\$ 15,311	\$ 3,857
Due to Northern Spirit Regional Council	-	(98)
Due to United Church of Canada	(3,125)	(647)
	\$ (3,125)	\$ (745)

Northern Spirit Regional Council and Living Skies Regional Council are also United Church Regional Councils with similar purposes, goals and policies. These regions share employees and accounting with the Prairie to Pine Regional Council.

United Church of Canada is the governing body for all Regional Council's in Canada and they provide grants and assistance to each region.

PRAIRIE TO PINE REGIONAL COUNCIL Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

5. Prairie to Pine United Church Development Inc.

The Prairie to Pine United Church Development Inc. was established to promote the welfare and good of the Council by receiving funds allocated for new church development, redevelopment and the support of other Regional Ministries. The Organization is incorporated under The Corporations Act of Manitoba and is a registered not-for-profit organization under the Income Tax Act and was originally called Winnipeg Presbytery Church Development Inc.

The Organization is managed by a Board of Directors appointed from the members of the Organization, and accountable to the Council. The Council has a significant economic interest in the Organization in that the resources of the Organization can be provided to the Council or used for its benefit. In addition, the Council has the authority to direct the Organization by virtue of a resolution at any time and the Council can approve the Organization's activities including the election of Directors or send a direction for any particular activity.

The balance due to the Organization has arisen from transactions in the normal course of operations between the organizations and has no security, repayment terms or interest charged.

The following summarizes the Council's related party transactions for the year:

	<u>2022</u>	<u>2021</u>
Grants received from the Organization	\$ 11,966	9,099
Grants made to the Organization	-	(400,000)

The Organization's financial statements have not been consolidated in the Council's non-consolidated financial statements. Financial statements of the Organization are available on request. Financial summaries of the Organization as at December 31, 2022 and 2021 and for the years then ended are as follows:

	<u>2022</u>	<u>2021</u>
Cash	\$ 30,514	\$ 64,248
Long-term investments	2,098,395	2,213,803
	<u>\$ 2,128,909</u>	<u>\$ 2,278,051</u>

PRAIRIE TO PINE REGIONAL COUNCIL
Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

5. Prairie to Pine United Church Development Inc. (continued)

	2022	2021
Grants payable	\$ 1,561	\$ 2,546
Due to related party	11,966	9,059
	13,527	11,605
Net Assets		
Externally restricted	2,115,382	2,266,446
	\$ 2,128,909	\$ 2,278,051
Revenues		
Investment income (loss)	\$ (84,333)	\$ 129,378
Grants from Prairie to Pine Regional Council	-	400,000
	(84,333)	529,378
Investment management fees	10,789	10,852
Other grants expended	43,936	80,257
	(139,058)	438,269
Grants expended to Prairie to Pine Regional Council	11,966	9,099
Excess (deficiency) of revenues over expenses	\$ (151,024)	\$ 429,170

6. Capital Assets

	2022		2021	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer equipment	\$ -	\$ -	\$ 3,548	\$ 3,548
Office equipment	2,099	1,693	2,099	1,287
	\$ 2,099	\$ 1,693	\$ 5,647	\$ 4,835
Net book value		\$ 406		\$ 812

PRAIRIE TO PINE REGIONAL COUNCIL Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

7. Deferred Revenue

	2022	2021
Revenue generation fund	\$ 10,673	\$ 10,673

8. Designated Funds

	2022	2021
Trusts		
Archives Sale of Property Fund	\$ 182,731	\$ 65,495
Archives Project - Winnipeg Foundation	8,000	20,000
McArthur Estate	9,932	9,932
Neechi	3,250	3,250
Oral History Archive Trust	4,257	4,257
	208,170	102,934
Special Funds		
Archives Donation Fund	-	8,860
Archives Special Funds	863	863
BIRS	500	-
Bursary Fund	2,213	2,988
Education & Students 2015	1,000	1,000
Effective Leadership events 2013-2015	685	685
Keewatin	90,358	34,754
Ministry and Personnel - future projects	5,234	5,234
Overview & Visioning event 2014	2,500	2,500
Youth Events	14,695	14,695
Youth Leadership Development	2,320	2,320
	120,368	73,899
	\$ 328,538	\$ 176,833

The Council administers funds for various projects and groups operating within the Region. Amounts received and expended on behalf of these projects and groups are recorded directly to these accounts.

The Council also administers funds for various projects and groups operating within the Prairie to Pine Region communities of faith. Amounts received and expended on behalf of these projects and groups are recorded directly to these accounts.

PRAIRIE TO PINE REGIONAL COUNCIL Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

9. Commitments

The Council has an operating lease for its building s ending December 31, 2026. The following are the future minimum lease payments:

2023	\$	30,000
2024		30,000
2025		30,000
2026		30,000
		<hr/>
	\$	<u>120,000</u>

10. Pension Plan

Retirement benefits for employees of the Council are provided through the pension plan of The United Church of Canada (the "Plan"). The Plan is a multi-employer pension plan which provides pensions for members of the Ministry Personnel and lay employees of the Offices of the General Council, Regional Council, or Community of Faith of The United Church of Canada. The Plan is a contributory defined benefit pension plan which is financed by contributions from participating employers and employees, and by the investment earnings of the Plan. The Plan is registered under the Pension Benefits Act, (Ontario), Registration #0355230.

At the date of the last actuarial valuations and publicly available financial information, there were no unfunded liabilities related to either past service or to amendments to the Plan.

During the year, the Council made employer contributions to the plan of approximately \$29,755 (\$27,506 in 2021).

PRAIRIE TO PINE REGIONAL COUNCIL

Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

11. Internally Restricted Net Assets

The Executive Committee restricted net assets that can only be used for the following specific purposes:

Net assets restricted for Project Fund provide net assets to fund granting activities by the Council made to Communities of Faith within the Region.

Net assets restricted for short and long-term internal reserves provide net assets to fund operations in future years when the Council is experiencing fiscal challenges due to unanticipated revenue losses or unanticipated operating expenses.

Net assets restricted for Pastoral Relations Discretionary Fund provide net assets to support ministry personnel in emergency circumstances.

During the year, the Executive Committee has not restricted additional net assets for the Project Fund (\$400,000 in 2021), internal reserves (\$200,000 in 2021), and Pastoral Relations Discretionary Fund (\$20,000 in 2021).

12. Financial Instrument Risk

The Council is exposed to different types of risk in the normal course of operations. The Council's objective in risk management is to optimize the risk return trade-off, within set limits, by applying integrated risk management and control strategies, policies and procedures throughout the Council's activities.

Credit Risk

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. Financial instruments which potentially subject the Council to credit risk consist principally of accounts receivable.

The Council is not exposed to significant credit risk as the receivable is spread among a broad client base and payment in full is typically collected when it is due. The Council establishes an allowance for doubtful accounts that represents its estimate of potential credit losses. The allowance for doubtful accounts is based on management's estimates and assumptions regarding current market conditions, customer analysis and historical payment trends. These factors are considered when determining whether past due accounts are allowed for or written off. The risk has not changed in the year.

PRAIRIE TO PINE REGIONAL COUNCIL

Notes to Non-Consolidated Financial Statements

For the year ended December 31, 2022

12. Financial Instrument Risk (continued)

Market Risk

Market risk is the risk the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The Council is not exposed to significant market risk.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Council is not exposed to significant interest rate risk as its cash and cash equivalents are held in short-term investments or variable rate products. The risk has not changed in the year.

Foreign Currency Risk

The Council is not exposed to significant foreign currency risk as it does not have any financial instruments denominated in foreign currency and the number of transactions in foreign currency are minimal.

13. Comparative Figures

Certain of the comparative figures for the prior year have been reclassified to conform with the current year's presentation.

Support for Communities of Faith to Share the Good News Widely: Guide for use of funds transferred to Prairie to Pine Region from Conference and Presbyteries

Report of Strategic Budgeting Committee: Lori Stewart, Kwang Beom Cho, John Oussoren,
and Valerie Beckingham Approved January 7, 2021

Preamble

On January 1, 2019 the net financial resources of the former Conference of Manitoba and Northwestern Ontario and its six presbyteries were transferred to the Prairie to Pine Region. While some of the money was restricted or designated for stated purposes, approximately six hundred thirty thousand dollars (\$630,000) was unrestricted. While the minutes of final meetings record recommendations for the use of their money, Presbyteries and Conference agreed that Prairie to Pine Region has the right and the responsibility to determine the best use of these funds. Recognizing that these funds represent a one-time only opportunity, Prairie to Pine Executive appointed a committee to recommend a framework for decisions on uses of this money. This document is intended to provide guidance to Prairie to Pine Regional Council for spending the funds transferred from Conference and Presbyteries.

Materials consulted

We looked at the recommendations of the former Conference and Presbyteries, as recorded in the minutes of their final meetings, “Calls to the Church” from *Caretakers of Our Indigenous Circle* presented to the 43rd General Council in July, 2018, “Calls to Change” from the Intercultural Group, and at the Listening Team Report from Prairie to Pine’s first Regional Gathering in May, 2019.

Scope

This document addresses only those funds transferred from Conference and its Presbyteries to Prairie to Pine Region on July 1, 2019. It does not address funds from yearly grants, from sale of church property, or from any other source.

Principles arising from our discussions

One overarching principle emerged to guide decisions about use of the transferred-in funds:

Support of communities of faith to share the good news widely

Specifically, projects and activities should support the following priorities:

1. Relationship building and work with children, youth and young adults (including camping support) in and for the present and future church/communities of faith.
2. Indigenous Communities and Consensus Building. Support Indigenous leadership by ensuring that enough time, as determined by the Indigenous faith communities, is afforded for community discussion before deciding on major issues, and by providing sufficient resources for the communication necessary for Indigenous communities of faith to arrive at consensus regionally and nationally. This priority was stated in various forms by Conference, Presbyteries, and the Listening Team.
3. Relationship building among Indigenous, settler and immigrant churches and communities. This is where our future lies. We should get to know others within our own denomination and reach out to those outside of it. Examples of this might include travel to and from remote communities to share work and worship, shared children's activities, and using human resources within our communities of faith to provide ESL classes for immigrants etc. This priority also reflects recommendations in the minutes of presbyteries and in the Listening Team report.
4. Work in areas the Regional Council wants to encourage, including regional priorities that will be identified from time to time. We are recognizing and appreciate the presbytery and conference suggestions made with their sent-in funds and from time to time the P2P regional council or the executive may or may not select some of these as priorities for project funding requests.

Process for allocating these funds

Requests for funds may be made by individuals or groups and need to be submitted in writing to the Regional Council Executive. The request should explain how the funds will be used to support the priorities identified above. It should include a budget and state the total amount requested.

Criteria for approving requests

Requests will be approved by the Regional Council Executive at a regularly scheduled meeting according to these criteria. If a proposal supports more than one of the criteria it will be a stronger proposal.

1. Will the project or activity contribute to our mandate to support communities of faith to spread the good news widely by furthering one or more of the four priorities stated above?

2. Will the project or activity either be completed at the end of the current funding request or have a plan to continue with other sources of funding? In particular, will any employees be hired on a term basis only for the extent of the funding?
3. Is this project or activity oriented to future growth?
4. Does this project or activity make better use of our limited funds than alternate projects of activities?

Investment of these funds

“Investment” can be financial, where the return on money is more money. “Investment” can also mean putting money to work directly in the work of the church, where the return on money is the furthering of the priorities listed above. It is this second meaning that describes the church’s ultimate goal for its financial resources. The first is a means to this end.

It is Council’s responsibility to decide when and how much of its money to give directly to those engaged in furthering its priorities and how much to invest to grow for its future work.

The funds are currently invested in short-term redeemable and non-redeemable GICs with yearly returns of less than 1% per year. To earn more, they need to be invested for a longer term and at greater risk. The Committee considered these options:

1. The United Church Foundation

The United Church Foundation was established to support the long-term work of the church. It strives to ensure that funds are invested in a way that is consistent with both the values and mission of the Church, and the fiduciary responsibilities of the trustees of the funds.

<https://www.unitedchurchfoundation.ca/investment-info/investment-information-overview/>

There are two ways to entrust our funds to The United Church Foundation:

- a. Transfer funds to the Foundation. Then the funds belong to the Foundation, and as assets of the Foundation, are invested in a balanced fund managed by Fiera Capital. Prairie to Pine can specify the recipients of grants from the funds but loses ownership of the capital. It is this arrangement that yields the high returns, 17% (less 1.5% fee) in 2019, 7.5% five-year average (less 1.5% fee).
- b. Invest funds through the Foundation. The funds are invested in a balanced fund managed by Canoe Financial’s Frontier Capital Funds or by Genus Capital Management, which offers The United Church Sustainable Development Portfolio for investments of \$250,000 or more. Prairie to Pine retains ownership of the money. Returns vary with type and length of investment.

2. CDI

We can make an agreement with CDI to use this as our fund.

Recommendations to Executive Council January 7, 2021

1. We designate \$100,000 of this money as a reserve. Many organizations, including other regions of The United Church of Canada have such a reserve to cover liabilities such as severance costs.
2. We recognize that although each year's operating costs should be covered by that year's income, and one-time funds should not normally be used to balance a deficit budget, we will need to use some of this money to cover our budget deficits in the short term until some financial obligations have been discharged and until we can plan to operate within the yearly grants. We designate \$100,000 of this money to be used for this purpose.
3. We invest \$400,000 so that there is a yearly income to fund the projects and activities that support our overarching principle. The nature of the investments will be determined by Prairie to Pine's Executive Minister and Financial Administrator and brought to the Executive for its approval.

Review process

At least every three years the Financial Administrator, the Executive Minister and the Treasurer of Prairie to Pine Regional Council Executive will review this report, making changes as necessary, to ensure the priorities, criteria, process and recommendations remain aligned with the work of the Region.