



# annual report

2006-2007

**feed**  
nova scotia

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[www.feednovascotia.ca](http://www.feednovascotia.ca)

# Report from the Board Chair



This past year has been a year of great accomplishments for FEED NOVA SCOTIA as we continued to advance our mission to feed hungry people, eliminate chronic hunger and alleviate poverty in this province. However, many challenges still confront us. The demands on the organization often outstrip our resources and occasionally try to outpace our dedicated staff and volunteers.

It was not long ago that we embarked on an ambitious plan to rebrand the Metro Food Bank Society Nova Scotia as FEED NOVA SCOTIA with an eye-catching new blue logo. As with any change, it took time to build acceptance and recognition in the communities we serve. But it was an important first step in profiling the organization as a province-wide organization, one that serves Nova Scotians from east to west and north to south. This profiling is a critical step in enabling FEED NOVA SCOTIA to move toward a provincial support base.

Our rebranding efforts have really taken hold. One telling indicator of this took place at a recent event. A reporter asked a FEED NOVA SCOTIA supporter what the former name of the organization had been, and neither person could recall.

Fundraising is another matter. We have enjoyed some real successes but have experienced challenges in other areas. Critical to finishing the year on a positive note have been the efforts of staff to keep costs in line and to relentlessly monitor our finances. Planning for next year is well under way, and we look forward to even stronger results in 2007-2008.

For those of you who have not yet seen it, I urge you to view the short video "A Day in the Life of FEED NOVA SCOTIA." It's available on the website at [www.feednovascotia.ca](http://www.feednovascotia.ca). Be sure to check it out. If a picture is worth a thousand words this short video would fill several volumes.

Once again I can't say enough about the hard work and dedication of the staff and the volunteers of FEED NOVA SCOTIA. As I depart as Chair of the organization at the end of this fiscal year, I would like to express a special personal thank you to Dianne Swinemar for all of the hard work and dedication she brings to her job. Her efforts directly touch the lives of thousands of Nova Scotians each month. She has made my job all the easier.

D. Fraser MacFadyen, Board Chair  
Partner, Stewart McKelvey

## 2006-2007 Board of Directors



**D. Fraser MacFadyen**  
Board Chair  
*Stewart McKelvey*

**Sheila Blair-Reid**  
*Metro Guide*  
*Publishing*

**Lisa Driscoll**  
*TD Canada Trust*

**John Drish**  
*Nova Scotia*  
*Community College*

**Jeremy Jackson**  
*Killam Properties*

**Melodie Joy**  
*Master Merchants*  
*Systems*

**Ronald L'Esperance**  
*CFN Consultants*  
*(Atlantic) Inc.*

**Steve Lewin**  
*Purolator Courier Ltd.*

**Doreen Malone**  
*Neptune Theatre*

**Boris Mirtchev**  
*Hamachi House*

**David Miller**  
Honorary Member  
*PricewaterhouseCoopers*  
*LLP*



# Executive Director's Message

In July 2006, I started out the fiscal year traveling the province with “The Men of the Deeps,” Canada’s only coal miners’ choir. It was a whirlwind tour of our province, from beautiful downtown Yarmouth to the quiet little town of Dominion. As these Cape Breton coal miners shared their heart-wrenching stories and songs, I could clearly see why The Men of the Deeps decided to devote their 40th anniversary project to FEED NOVA SCOTIA. Well acquainted with adversity, miners care deeply about the value of community and what it means to look after one another in times of need.



These are the values that have made us strong not only in Nova Scotia mining communities, but right across this province. These are values that, in turn, make us strong as FEED NOVA SCOTIA.

I see these values modelled day after day as I talk to our member agencies, our friends and our donors. These dedicated and caring individuals give generously of their time and money to help their neighbours in need. I see this in the outpouring of gifts we receive from the Nova Scotia business community: gifts of time, skills, equipment, services and financial support.

These values are also modelled by our Board of Directors, who work tirelessly to enable us to keep doing more with less. Our distribution levels have increased by 83 percent in the past five years. Our resource base hasn’t always kept pace, but the expert guidance and advice of our board has been crucial to us in becoming more efficient as an organization. Their ability to network and raise support on behalf of FEED NOVA SCOTIA has been instrumental, too.

These values are played out daily here at FEED NOVA SCOTIA, where an army of volunteers helps us do the work of feeding more than 40,000 Nova Scotians each month. Their volunteer hours were equivalent to approximately 22 full-time staff positions during the past fiscal year. What we do simply would not happen were it not for the daily impact of these volunteers.

Finally, I see these values modelled in my staff team, who consistently go above and beyond the call of duty. The huge amount of time they devote outside of their working hours; the positive energy they exude; their ability to smile, roll up their sleeves and get the job done; their willingness to help out in any role, whether job-related or not; their enthusiasm and sense of humour; their devotion to the cause: these are qualities that continue to inspire and motivate me to keep working toward our shared mission.

It takes all of us – member agencies, staff, volunteers, board, donors, friends and partners – to make our mission happen every hour, every day, every month of the year. Thank you for making it happen all over again in 2006-2007. It’s a whirlwind tour we’re on, and it’s not over yet.

Executive Director



## News from CAFB

Beginning in 2006, a brand new Board of Directors, working in a policy governance framework, embarked on a journey of determining the course for the next three years for the Canadian Association Food Banks (CAFB) and its member organizations. Through a series of meetings and facilitated workshops, an Accountability Framework System was developed.

### ***Our Vision: The Voice of Hunger and Food Security in Canada***

To achieve our vision, the CAFB has identified five areas of focus for the next three years. They include profile and communication, service and support to its members, research and advocacy, fund & food raising, and organization and culture. The CAFB has also identified the organizational values as teamwork, transparency and integrity.

Of note this past year was the CAFB's involvement with the Global Foodbanking Network (GFN). Founded in 2006, this is an international association of food banks and national food bank organizations working in 14 countries. GFN's mission is to alleviate world hunger by developing national food bank networks in countries where none previously existed and by strengthening food banking around the world.

### ***The Year in Review***

In September 2006, the Kraft Hunger Challenge raised \$530,000 for food banks across Canada. FEED NOVA SCOTIA was able to leverage \$15,000 in matching support for food banks that are a part of our network.

In February 2007, Charles Seiden, former executive director of the CAFB; Wayne Hellquest, CAFB board chair and executive director of The Regina & District Food Bank; and Dianne Swinemar were invited to make a two-hour presentation to the Senate of Canada's Committee on Rural Poverty.

A few months later in May, Dianne Swinemar again represented the CAFB to another Senate Committee, this time one on Social Affairs/Science/technology regarding poverty in large urban areas. Shawn Pegg, CAFB's director of public policy and research, participated in this presentation.

Nearing the end of our fiscal year, June 5 marked the second annual National Hunger Awareness Day for the CAFB and its members. Food banks across Canada created "Walls of Hunger" (see the photo on page 13) to share the stories of some of the 800,000 men, women and children who rely on local food banks in Canada each month. We received significant national, provincial and local media coverage for this event.



#### CAFB BOARD

**Ed Borkowski, Chair**  
Director, Public Relations  
Technology Solutions Group, Hewlett-Packard

**Diana MacKay, Vice-Chair**  
Associate Director, Education and Learning  
The Conference Board of Canada

**Brian Meagher, Treasurer**  
Senior Vice-President, Sales & Marketing  
Purolator Courier Ltd.

**Riki Turofsky, Secretary**  
Opera singer and President,  
Alumni Association  
Faculty of Music, University of Toronto

**Michael Bay**  
Barrister, Consultant and Educator

**Robin Garrett**  
President and CEO  
Ontario Tourism Marketing Partnership  
Corporation

**Wayne Hellquist,**  
Member Council Member  
CEO, Regina & District Food Bank

**Ray Leach**  
President  
Alternative Processing Systems Inc.

**Michel LeBel**  
Chairman & President  
EBITD Financial Advisory Corporation

**Ron L'Esperance**  
President  
CFN Consultants (Atlantic) Inc.

**Aaron Margolis**  
Assistant Vice-President,  
Product Management & Marketing  
Investors Group Financial Services

**Suzanne McLeod-Chartrand**  
Team Leader  
Métis Child, Family and Community Services

**Dianne Swinemar**  
Member Council Member  
Executive Director, FEED NOVA SCOTIA

**Frances Harley Urtasun, MD**  
Professor Emeritus (Pediatric Nephrology)  
University of Alberta

**Cathy Webster**  
Vice-President, Human Resources  
Kraft Canada Inc.





# Food Supply & Distribution

FEED NOVA SCOTIA's immediate goal is to feed hungry people, and our Food Supply and Distribution department worked tirelessly this past year to make that happen. In 2006-2007, FEED NOVA SCOTIA distributed 2.2 million kilograms of food, valued at \$16,613,603, to our network of 150 member agencies province-wide.

Throughout the past year, our fleet of delivery vehicles was on the road, distributing crucial supplies of food to local food banks, soup kitchens, shelters, school programs and other food programs throughout Nova Scotia. From Yarmouth to Sydney, from Amherst to the Halifax Regional Municipality, FEED NOVA SCOTIA helped ensure the shelves of local food banks were well stocked with a balanced variety of nutritious food in keeping with Canada's Food Guide. In fact, last year our trucks travelled 341,864 kilometres, which is nearly the distance from earth to the moon!

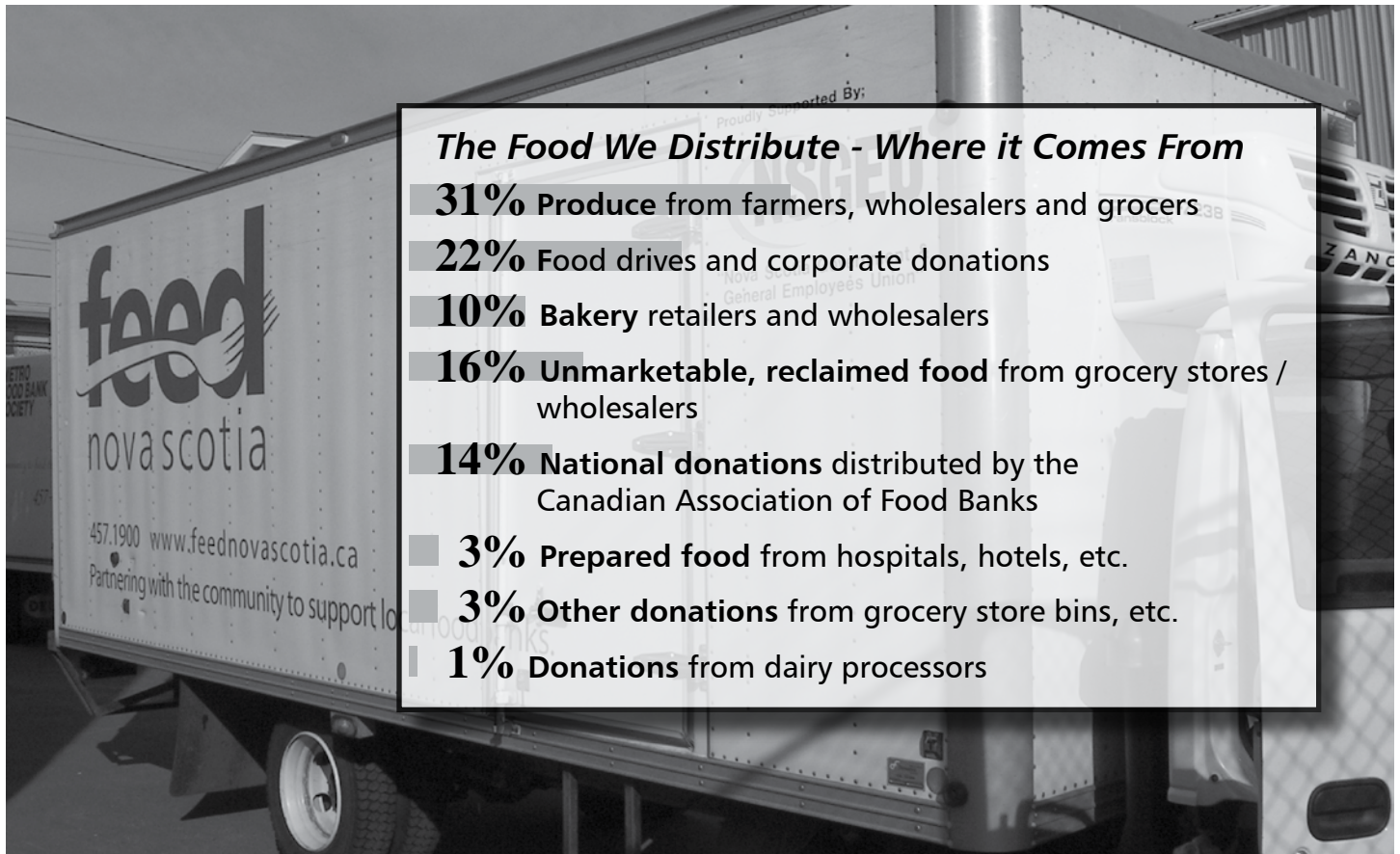
1.2M  
kg

2002-2003

2.2M  
kg

2006-2007

*Over the past five years,  
total food distributed  
has increased by 83%  
as a result of our  
expanded provincial role.*



### *The Food We Distribute - Where it Comes From*

- **31%** Produce from farmers, wholesalers and grocers
- **22%** Food drives and corporate donations
- **10%** Bakery retailers and wholesalers
- **16%** Unmarketable, reclaimed food from grocery stores / wholesalers
- **14%** National donations distributed by the Canadian Association of Food Banks
- **3%** Prepared food from hospitals, hotels, etc.
- **3%** Other donations from grocery store bins, etc.
- **1%** Donations from dairy processors

## top 20 food donors

2006-2007

Rank	Donor	Donation in Kilograms
1	Sobeys Stores (NS)	402,234
2	Atlantic Superstores (NS)	234,077
3	High Liner Foods Inc.	96,153
4	Nova Agri Associates Limited	69,472
5	Sawler Gardens	64,009
6	Sysco Food Services	51,822
7	Seaway Distributors	39,624
8	Ben's Thrift Store	33,085
9	M & S Food Service a GFS Company	28,981
10	Pepsi QTC Canada	27,437
11	Lewis Potato Packers Ltd.	24,750
12	Campbell Company of Canada Limited	23,351
13	Stone Hearth Bakery	21,680
14	Lighthouse Sales & Distributors Ltd.	19,551
15	Saputo Milk Division	17,666
16	Eyking Brothers Farms Ltd.	16,390
17	Hustle Farms Ltd.	15,307
18	Creightons Limited	14,184
19	Wilmar Acres Ltd/Dominion Produce Ltd.	13,474
20	Farmers Dairy	11,978





# Advocacy & Client Services

In 2006-2007, FEED NOVA SCOTIA's Advocacy and Client Services continued to work long-term with our member agencies and directly with those in need to address and find lasting solutions for factors that contribute to hunger in our province.

## Advocacy

As part of our efforts to eliminate chronic hunger, FEED NOVA SCOTIA continued to work with other community-based organizations to raise awareness of key issues that contributed to hunger in Nova Scotia in 2006-2007.

In February, our executive director, Dianne Swinemar, addressed the Senate of Canada's Committee on Rural Poverty. In May, she was invited to speak to the Senate's Committee on Social Affairs/Science/Technology regarding poverty in large urban areas.

## National Partnership

As members of the Canadian Association of Food Banks (CAFB), we continued to play a national role in advocacy and policy development around hunger issues. Priority issues included advocating for a minimum wage that will pay enough to live and eat, facilitating affordable housing and increasing employment training opportunities.

## HungerCount

As a member of the CAFB, FEED NOVA SCOTIA once again provided provincial leadership for the annual HungerCount. A national survey of food bank use in Canada, the HungerCount is a unique measure of assessing hunger in our province. The 2006 HungerCount revealed that, although food bank use was down slightly in Nova Scotia, the number of working Canadians using food banks increased last year. In addition, the number of children using food banks remained alarmingly high. In fact, one in three of those using food banks in Nova Scotia this past year was a child.

## Central Registry

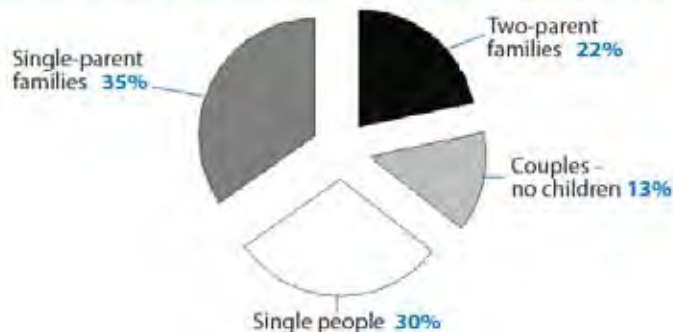
Throughout 2006-2007, FEED NOVA SCOTIA's central database enabled us and our member agencies to better identify and respond to needs in the community, ensuring that people received the most appropriate support in the most timely manner.



## Phone Helpline

It is always the case that individuals with food needs face other related challenges. This was definitely true in 2006-2007. Those affected by hunger were also dealing with issues such as unemployment, disability, homelessness and mental health. For this reason, FEED NOVA SCOTIA's phone helpline continued to provide one-on-one telephone support and referral for callers seeking food and other kinds of assistance. Through this phone service, FEED NOVA SCOTIA staff and volunteers helped 14,540 callers in 2006-2007, offering practical assistance and life-changing support. They also offered a listening ear and lay counselling to those experiencing crisis situation and/or mental health challenges.

What kinds of families are helped by FEED NOVA SCOTIA?



**57%**  
of those we help  
are families  
with children.



## Why were people hungry in Nova Scotia?\*

Most food bank users simply lacked the level of income they needed to cover all of their living expenses such as food, heat and rent. Of those who used food banks in Nova Scotia in 2006 ...

- 62.9% relied on social assistance
- 10.8% received disability support
- 7.3% represented the working poor
- 6.5% received employment insurance
- 7.2% relied on pension income
- 2.1% received student loan/misc. income
- 3.2% had no source of income

\*based on the 2006 HungerCount

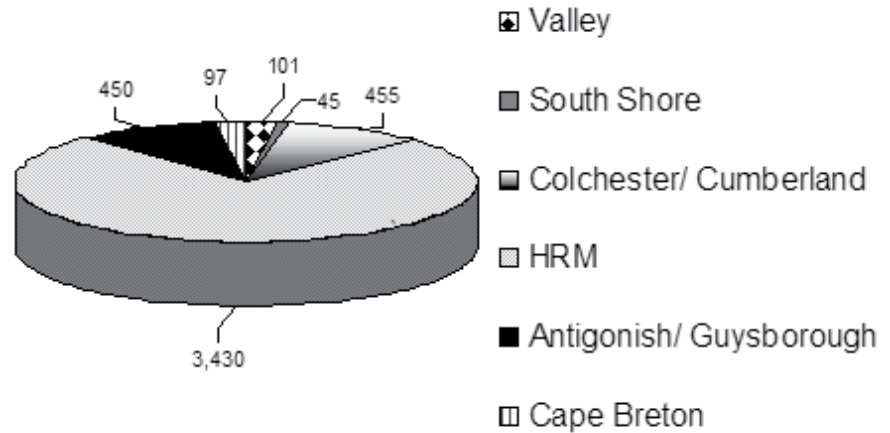


## Sharing the Joy of Christmas

In December, 16,844 individuals enjoyed Christmas support made possible by FEED NOVA SCOTIA. Through FEED NOVA SCOTIA's Christmas Registry Program, thousands of families contacted us to identify their needs in hopes of being matched with one of approximately sixty community organizations, churches and charities offering special help during the 2006 Christmas season.

More than 4,578 households enjoyed a festive meal thanks to FEED NOVA SCOTIA's hamper program. Our Christmas hampers were stocked with delicious and nutritious vegetables and fruits donated by our local growers, chocolates donated by Herseys, and turkeys purchased by FEED NOVA SCOTIA. Our Member Agencies that participated in the Christmas program then shared these with the families that had applied for Christmas support.

**Provincial  
Christmas Hamper  
Distribution -  
Christmas 2006**  
  
*Total Hampers Distributed:  
4,578*



In addition, FEED NOVA SCOTIA's Adopt-a-Family program brought Christmas joy to 423 families last year thanks to the help of hundreds of donors, the support of Purolator, and the efforts of Margo Duncan, a FEED NOVA SCOTIA volunteer coordinator. Through Adopt-a-family, donors were matched with families who were experiencing hardship. Special thanks to the families and businesses that purchased groceries, clothing and toys for participating families. Christmas morning was a whole lot brighter for 778 children and their parents because of the generosity and caring of our donors.



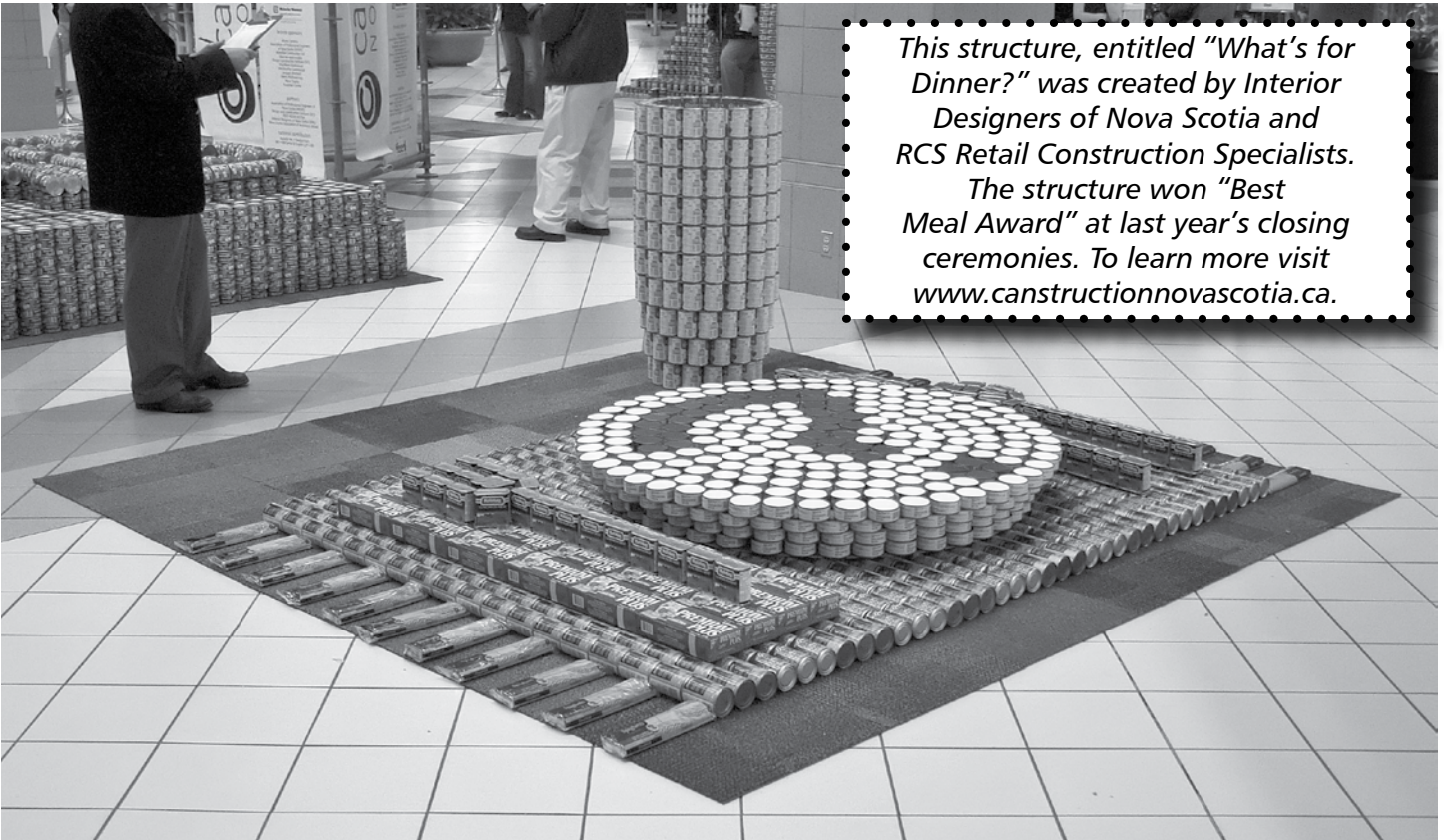


## Mining for Hope

The Men of the Deeps, North America's only coal miners' choir, was "mining for hope" in the summer of 2006 with a 40th anniversary tour in support of FEED NOVA SCOTIA. The "Mining for Hope" concert tour stopped in Pictou, Yarmouth, Halifax, Springhill and Dominion. Pictured here, executive director Dianne Swinemar joined the choir onstage for a heartwarming rendition of "Rise Again."



Canstruction Nova Scotia® raised more than \$34,000 and 22,113 kgs (56,000+ cans) of food to help feed hungry people province-wide. Special thanks to founding partner Global Maritimes – and all of our other sponsors – without whose generous support this event wouldn't have been possible. Structures were displayed at Mic Mac Mall, Sunnyside Mall, Halifax Shopping Centre and at St. Francis Xavier University from October 26-28, 2006.



*This structure, entitled "What's for Dinner?" was created by Interior Designers of Nova Scotia and RCS Retail Construction Specialists. The structure won "Best Meal Award" at last year's closing ceremonies. To learn more visit [www.canstructionnovascotia.ca](http://www.canstructionnovascotia.ca).*



## CBC Food Bank Day

CBC's 2006 Food Bank Day raised an amazing \$42,239 for FEED NOVA SCOTIA in addition to 3001 kilograms of food. The all-day event also generated significant public awareness of FEED NOVA SCOTIA through live broadcasts aired throughout the day. The event's outstanding results went a long way toward helping FEED NOVA SCOTIA provide crucial supplies of food to local food banks and food programs throughout Nova Scotia last winter.

"I am always so impressed by the dedication and commitment of CBC's staff and volunteer team," said Dianne Swinemar, executive director of FEED NOVA SCOTIA. "We appreciated the generous support of and faithful dedication that CBC demonstrated to Nova Scotia's hungry through their Food Bank Day and through various other activities held throughout the year."

In recognition of the outstanding support offered through this event, CBC was nominated by FEED NOVA SCOTIA, and received, an Association of Fundraising Professionals Award for "Outstanding Special Event" in 2007.



*CBC Food Bank Day raised \$42,239 and generated 3001 kilograms of food for Nova Scotia's hungry.*



## The ChronicleHerald

### Holiday Parade of Lights

An unusually mild evening brought out record crowds for The Chronicle Herald's Holiday Parade of Lights in Halifax last November, and the generosity of those watching the parade was record-breaking as well. FEED NOVA SCOTIA volunteers collected food donations and financial gifts along the parade route.

More than 3,800 kilograms of food and \$18,641.48 in financial support was provided by parade spectators.

"We were just in awe of the public's outpouring of support that was offered at the Parade of Lights last holiday season," said Dianne Swinemar, FEED NOVA SCOTIA's executive director. "This level of donations at the parade was unprecedented, and we were so grateful for people's kindness and generosity."

Special thanks to our Holiday of Lights parade float sponsor Q104.





In 2006-2007, FEED NOVA SCOTIA recognized the Nova Scotia Government & General Employees Union (NSGEU) for three consecutive years of outstanding financial support.



## **The Oldie Wed Game**

On February 14, 2007, The Oldie Wed Game was held at the Westin Nova Scotian Hotel in support of FEED NOVA SCOTIA.

This signature event, held each year on Valentine's Day, played on the themes of the popular 1970s TV show, The Newlywed Game. This event raised approximately \$25,000 for FEED NOVA SCOTIA and our network of member agencies.

The Oldie Wed Game is well on its way to becoming a Valentine's Day tradition in the Halifax region. A special thanks to our presenting sponsor, Hoyt's Moving and Storage.



## **7th Annual Chair-a-tea Raised More than \$82,000**

Our 7th Annual Chair-a-tea Dinner & Auction was well-attended, with lively bidding after dinner, including the chance to take home a tour of B.C. hotels, donated by Delta Hotels.

TD Canada Trust has been the presenting sponsor every year since "Chair-a-tea" began. Between the event's inception in 2000 and 2006, TD Canada Trust has provided more than \$100,000 in sponsorship support. Thanks in large part to TD's role, "Chair-a-tea" has grown significantly in revenue since its initial year and has raised \$411,500 since 2001.

Our online auction, which took place in the month preceding the event, was more successful in 2007 than ever before, drawing an increased number of bidders and visitors than previous years.

All together, including proceeds from sponsorship, table and ticket sales and online, silent and live auctions, just under \$82,000 was raised to support our food distribution efforts province-wide.





# The Learning Kitchen

2006-2007 was the second year for our Learning Kitchen, an innovative skills-training program tailored to the needs of adults facing employment barriers. During the past year, the Learning Kitchen conducted three 14-week sessions, serving 32 students over the course of the year.

Students who graduated from the program developed hands-on experience in the fundamentals of food preparation, food safety and sanitation, kitchen systems and nutrition. They received national certification, and were well prepared to launch careers in the food-service industry or to further their education in the culinary arts.

Throughout the course of their studies, students put their new skills to good use, giving back to their community by preparing between 140-200 meals each day for a local soup kitchen and a meal program.

Upon graduating, one student said, "We are leaving here ready to take on the world!" Another added, "The Learning Kitchen gave me the knowledge and experience needed to be able to use in a job setting, showing me the courage and determination I need to succeed."

## **Our Graduates Said ...**

*"Now I have something positive to put on my resume. Future employers will see that I have been doing positive things to better myself."*

*"Before this program I never set goals for myself. Now my goal is to be a Red Seal Chef and eventually buy a house."*

*"Thanks for a wonderful opportunity. My life has really now begun!"*

*"I think this is an excellent program. I have gained more confidence and met people, learned to socialize, and I have gained self-esteem."*

## Learning Kitchen Students Give Back

FEED NOVA SCOTIA's Learning Kitchen students prepared a delicious dinner to help honour our dedicated volunteers at our Annual Volunteer Dinner in April 2007.

Throughout the course of their studies, Learning Kitchen students gained cooking experience and gave back to the community, preparing between 140-200 meals each day to help those in need.

By creating opportunity for employment, the Learning Kitchen helped graduates escape the cycle of low incomes, poverty and hunger.



One of our Learning Kitchen Classes with our Learning Kitchen Chef and Project Manager.



*You have not lived until you have done something for someone who can never repay you." ~ John Bunyan*

## ***Our Volunteer Team in 2006-2007: Priceless***

Someone once said, "Volunteers are not paid – not because they are worthless, but because they are priceless." It's true. Our volunteers are invaluable to FEED NOVA SCOTIA in our work. We couldn't begin to put a pricetag on what they accomplish for us. But we do know how many hours they served. In 2006-2007, our volunteers logged 43,280 hours, the equivalent of 22 full-time staff positions. That's nearly 4,000 hours more than the previous year. Thank you, volunteers!

Our volunteer team in 2006-2007 was diverse. It was made up of students and seniors, men and women, tradespeople and professionals. During the past year, our volunteers helped out with food collection and delivery on our fleet of vehicles, they sorted produce in the warehouse, they helped wrap gifts at the malls over the holidays and they marched in parades. They answered our phone helpline, impacting many lives for the better. They organized our "Adopt-a-family" program at Christmas, and they made events like Canstruction, Oldie-Weds and Chair-a-tea happen.

## **Our 2006-2007 Volunteers Extraordinaire**

**PETER  
EGGENHEIZEN**  
who logged the most  
volunteer hours overall  
in 2006-2007.

**MARGOT DUNCAN**  
who once again  
managed our  
Adopt-a-family  
program, helping 423  
families during the  
holiday season.



# Hunger Awareness Day



FEED NOVA SCOTIA constructed this "Wall of Hunger" as part of our National Hunger Awareness Day activities on June 5, 2007. Each plate on the display told the story of a person or family affected by hunger in Nova Scotia, where more than 40,000 individuals rely on the support of a FEED NOVA SCOTIA member agency each month.



**100 Ways of Sharing!** Last February, Ainslee MacLeod's Primary Class celebrated the 100th day of the school year by bringing in a collection of 100 items from home to share with the class. Ainslee's idea went beyond sharing with the class. She collected 100 food items in her neighbourhood for FEED NOVA SCOTIA. "Other people don't have food and I love to help," said Ainslee. What a wonderful way to mark the 100th day! Ainslee is pictured here with her dad Tim MacLeod.





# Our Member Agencies

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## ***Annapolis County***

- Annapolis Area Food Bank Society
- Bridgetown & Area Food Bank
- Twelve Baskets Food Bank

## ***Antigonish County***

- Antigonish Community Food Bank

## ***Cape Breton Regional Municipality***

- The AIDS Coalition of Cape Breton
- C.A.W. Louisbourg Food Bank Society
- Eskasoni Charity Society Food Bank
- Glace Bay & Area Food Bank Society
- Loaves and Fishes Food Bank Society
- MicMac Benevolent Society (Sydney)
- Mount Carmel Parish SVDP Society
- North Sydney Community Food Bank
- Salvation Army Family Services (Sydney)
- St. Agnes SVDP Society
- St. Stephen's Parish SVDP
- St. Theresa's Food and Clothing Depot
- Sydney Mines Food Bank Society

## ***Colchester County***

- Colchester Food Bank Association
- MicMac Benevolent Society Truro

## ***Cumberland County***

- Amherst Food Assistance Network Association
- Oxford & Area Food Bank Association
- Parrsboro & Area Food Bank
- Pugwash & Area Food Bank (Open Hamper)

## ***Digby County***

- Clare Food Bank
- Digby & Area Food Bank
- Weymouth & Area Food Bank

## ***Guysborough County***

- Canso & Area Food Bank Association
- Guysborough & Area Food Bank Society

## ***Halifax Regional Municipality***

- Adsum Centre for Women and Children
- Adsum House
- Alcare Place
- Alice Housing
- A J Smeltzer Junior High School Breakfast program
- Ark Outreach
- Bayers Westwood Family Centre
- Bayers Westwood Resident's Association Food Bank
- Beacon House Interfaith Society
- Beechville, Lakeside, Timberlea Food Bank
- Bicentennial School Breakfast Program (until Oct/06)
- Boys & Girls Club of Dartmouth (until Oct/06)
- Brunswick Street Mission - Breakfast Program
- Brunswick Street Mission - Food Bank
- Caledonia Junior High School
- Canadian Mental Health Assoc. - (Caring & Sharing) Halifax Branch
- Canadian Mental Health Assoc. - Dart. Branch (Among Friends)
- Caring & Sharing Angel Tree
- Christ Church Food & Clothing Ministry
- City Church Hope Ministries Food Bank
- Clayton Park Junior High - FLEC
- Cole Harbour/Woodside United Church Food Bank
- Communities And Uniacke Square Engaging (CAUSE)
- Connections Clubhouse
- Coverdale Centre
- Cunard Learning Centre
- Dalhousie Student Union Food Bank
- Dartmouth First Baptist Food Bank
- Dartmouth Forsythe Centre - FLEC
- Dartmouth Family Centre
- David's Place
- Duc d'Anville Elementary School Breakfast Program (until Oct/06)
- East Dartmouth Boys & Girls Club (until Oct/06)
- East Dartmouth Christian Food Bank

# Our Member Agencies

- Eastern Shore Volunteer Food Bank
- Elizabeth Fry Society
- Emmanuel Anglican Church Food Bank
- Feeding Others of Dartmouth Margaret House
- FLEC - Bedford Highway
- FLEC - Clayton Park Junior High (until Oct/06)
- Freedom Foundation of Nova Scotia
- Gateway Community Church
- Greystone Drive Tenant's Association
- Halifax Transition House Association - Bryony House
- Harbourview School Breakfast Program (until Oct/06)
- Helping Hands Food Bank - Church of the Holy Spirit
- Highland Park Junior High School
- Hillside Park Elementary Breakfast Program (until Oct/06)
- Impact Ministries Church Food Bank
- J.L. Ilsley High School Teen Centre
- John Martin Junior High School - Breakfast Program
- Joseph Howe School Breakfast Program (until Oct/06)
- The Laing House Association
- Lake Echo Community Food Bank
- LGB Youth Project
- Lockview High School Breakfast Program
- Mainline Needle Exchange
- Manna for Health
- The Marguerite Centre
- Marine Communities Food Bank Society
- Metro Non-Profit Housing Assoc. - Dartmouth
- Metro Turning Point
- MicMac Friendship Society
- Mount Saint Vincent University Student's Union Food Bank
- Mulgrave Park Tenants Association
- New Life Christian Church - Breakfast Program
- North Dartmouth Outreach Resource Society
- Parent Resource Centre (Dartmouth)
- Pendleton Place Emergency Shelter
- Phoenix Youth Programs (3) Shelter, Drop-in Centre and Residence
- Prince Andrew High School Youth Health Centre
- Food for Thought Breakfast Program
- Prince Arthur Junior High Breakfast Program
- Rainbow Food Bank
- Salvation Army Booth Centre



**Partnering to Support Local Food Banks**  
*The Beechville, Lakeside, Timberlea (BLT) Food Bank held a food drive in support of FEED NOVA SCOTIA and our member agencies.*



# Our Member Agencies

## **Halifax Regional Municipality (cont.)**

- Salvation Army Family Services (2)  
- Halifax /Dartmouth
- Salvation Army Emergency Bus
- Shannon Park School Breakfast Program (until Oct/06)
- St. Agnes Junior High School - Breakfast Program
- St. Andrew's Church Supper Program
- St. George's YouthNet
- St. James United Church Food Bank
- St. John's Westphal Food Bank
- St. Leonard's Society Barry House
- St. Margaret's Bay Food Bank
- St. Mark's Food Bank
- St. Matthew's United Church - Breakfast Program
- St. Patrick's High School Breakfast Program
- St. Patrick's High School Youth Pathways & Transitions
- St. Pat's-Alexandra School - Breakfast Program
- St. Pat's-Alexandra School - FLEC
- St. Paul's Family Resources Institute Inc.
- St. Vincent de Paul, St. Paul's - Windmill Road
- St. Vincent de Paul, St. Clement's - Gaston Road
- The Stepping Stone Association
- Student Union of Nova Scotia College of Art & Design
- Victoria Road Baptist Church Food Bank
- YMCA Community Youth Program

## **Hants County**

- Hants North Community Food Bank
- Indian Brook Food Bank
- Shumilacke Food Bank Society
- Windsor & District Food Bank

## **Inverness County**

- Port Hawkesbury Food Bank Society
- Port Hood - Food Bank SVDP

## **Kings County**

- Berwick Interfaith Food Bank
- Canning Area Food Bank
- Fundy Interchurch Food Bank
- Hantsport & Area Community Food Bank
- Upper Room Food Bank Association
- Wolfville Area Interchurch Council Food Bank

## **Lunenburg County**

- Bridgewater Interchurch Food Bank
- Bridgewater Elementary School - Breakfast Program
- Lunenburg Interchurch Food Bank
- Lighthouse Food Bank Society
- New Germany & Area Food Bank
- South Shore Family Resource Association
- Food for Thought Breakfast Program - Bridgewater

## **Pictou County**

- Pictou West Food Bank
- Pictou County (East) Food Bank

## **Queens County**

- MicMac Benevolent Society - Liverpool
- Queen's County Food Bank

## **Richmond County**

- St. Louis Community Services Committee SVDP

## **Shelburne County**

- Shelburne Loyalist Food Bank

## **Victoria County**

- Barra Food Bank Society
- Helping Hands South of Smokey Society -Baddeck
- Eskasoni Charity Society Food Bank

## **Yarmouth County**

- Yarmouth Food Bank Society

### **2006-2007 Members Council**

Edward (Ted) Cogan, Antigonish Community Food Bank • Emile Fournier, Twelve Baskets Food Bank • Alma Furneaux, Beacon House Interfaith Society • Jan Keats, Salvation Army Family Services - Halifax • Marcel Miron, C.A.W. Louisbourg Food Bank Society

- Joseph Sullivan, Guysborough & Area Food Bank Society



# LYLE TILLEY DAVIDSON

Chartered Accountants



## AUDITOR'S REPORT

To the board of directors of **Metro Food Bank Society - Nova Scotia (operating as FEED NOVA SCOTIA)**

We have audited the statement of financial position of **Metro Food Bank Society - Nova Scotia (operating as FEED NOVA SCOTIA)** as at June 30, 2007 and the statements of revenue and expenditures, changes in net assets and cash flow for the year then ended. These financial statements are the responsibility of the society's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In common with many charitable organizations, the Society derives revenue from the general public in the form of donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to amounts recorded in the books of the Society, and we were not able to determine whether any adjustments might be necessary to revenues, excess of revenues over expenditures, assets and fund balances. In addition, the Society receives donated goods and services, as disclosed in Notes 11 and 12 to the financial statements, which are not susceptible to satisfactory audit verification and, consequently, have not been recorded in the books of the Society.

In our opinion, except for the effect of adjustments, if any, which we might have determined necessary had we been able to satisfy ourselves concerning the completeness of the donation revenue received from the general public and for the effect of adjustments for donated goods and services, referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the society as at June 30, 2007 and the results of its operations and cash flow for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in cursive script that reads "Lyle Tilley Davidson".

## CHARTERED ACCOUNTANTS

Halifax, Nova Scotia

August 8, 2007

101 Hsley Avenue, Unit 7  
Dartmouth, Nova Scotia B3B 1S8  
Tel: 902.468.2688 Fax: 902.468.5966

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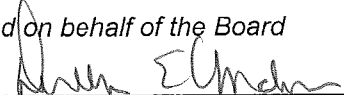
[www.ltdca.com](http://www.ltdca.com) - email: (teammember)@ltdca.com


A MEMBER OF NEXIA INTERNATIONAL

**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
**STATEMENT OF FINANCIAL POSITION**  
*as at June 30, 2007*

	2007	2006
<b>ASSETS (note 6)</b>		
<b>GENERAL FUND</b>		
Cash and short-term investments (note 3)	\$ 317,466	\$ 80,786
Accounts receivable	28,892	78,076
HST recoverable	21,183	20,175
Prepaid expenses	27,217	17,457
	394,758	196,494
<b>CAPITAL FUND</b>		
Capital assets (note 5 and 6)	760,625	835,879
<b>BEQUEST FUND (note 4)</b>		
	10,000	10,000
	\$ 1,165,383	\$ 1,042,373
<b>LIABILITIES</b>		
<b>GENERAL FUND</b>		
Bank indebtedness (note 6)	\$ 145,933	\$ -
Accounts payable and accrued liabilities	184,647	149,454
Legacy project (note 7)	26,152	18,956
Deferred revenue	37,224	18,932
Major gift campaign	-	22,200
	393,956	209,542
<b>CAPITAL FUND</b>		
Deferred contributions - capital campaign (note 8)	327,424	358,600
Deferred revenue		
Property acquisition (note 9)	76,613	79,805
Department of Community Services capital grant (note 9)	131,324	184,112
Long-term debt (notes 6 and 10)	110,741	128,372
	646,102	750,889
<b>NET ASSETS</b>		
<b>CAPITAL FUND</b>	114,523	84,990
<b>BEQUEST FUND</b>	10,000	10,000
<b>GENERAL FUND</b>	802	(13,048)
	125,325	81,942
	\$ 1,165,383	\$ 1,042,373

Signed on behalf of the Board

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director

**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
**STATEMENT OF REVENUE AND EXPENDITURES**  
*for the year ended June 30, 2007*

	2007	2006
<b>DONATED FOOD</b> (note 11)	\$16,613,603	\$14,749,248
<b>DISTRIBUTION OF FOOD TO MEMBERS</b> (note 11)	16,613,603	14,749,248
	-	-
<b>REVENUE</b> (schedule 1)	<u>2,023,992</u>	<u>2,072,355</u>
<b>EXPENDITURES</b>		
Food solicitation and distribution-		
Amortization of motor vehicles	65,657	69,051
Food purchases	105,069	99,354
Garbage collection	61,169	36,986
Salary and benefits	484,231	428,450
Supplies	25,457	20,697
Telephone	7,894	8,427
Training and development	2,331	83
Motor vehicle	192,399	161,378
	<u>944,207</u>	<u>824,426</u>
Advocacy and client services/membership support-		
Membership meeting expenses	1,239	-
Office and printing	1,616	1,022
Salary and benefits	225,138	227,646
Telephone	331	691
Client support and outreach	9,116	11,778
Research and program development	-	29,637
Learning kitchen	119,657	105,827
	<u>357,097</u>	<u>376,601</u>
<b>ADMINISTRATIVE</b> (Schedule 2)	432,433	355,845
<b>OCCUPANCY</b> (Schedule 2)	82,899	69,493
<b>RESOURCE DEVELOPMENT AND COMMUNICATIONS</b> (Schedule 2)	129,963	98,365
<b>REDIRECTED DONATIONS</b>	<u>34,010</u>	<u>46,946</u>
	<u>1,980,609</u>	<u>1,771,676</u>
<b>NET EARNINGS FOR THE YEAR</b>	<u>\$ 43,383</u>	<u>\$ 300,679</u>



**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
**STATEMENT OF CHANGES IN NET ASSETS**  
*for the year ended June 30, 2007*

				2007	2006
	Capital Fund	General Fund	Bequest Fund	Total	Total
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 84,990	\$ (13,048)	\$ 10,000	\$ 81,942	\$ (218,737)
Excess (deficiency) of revenue over expenditures for the year	(13,165)	56,548	-	43,383	300,679
Transfers from general fund -					
Capital asset purchases	25,067	(25,067)	-	-	-
Repayment of long-term debt	17,631	(17,631)	-	-	-
<b>FUND BALANCES - END OF YEAR</b>	<b>\$ 114,523</b>	<b>\$ 802</b>	<b>\$ 10,000</b>	<b>\$ 125,325</b>	<b>\$ 81,942</b>

**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
**STATEMENT OF CASH FLOW**  
*for the year ended June 30, 2007*

	2007	2006
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>		
Revenue over expenditures for the year	\$ 43,383	\$ 300,679
Adjustments for:		
Amortization	100,321	104,769
Amortization of deferred revenue	(87,156)	(88,689)
	56,548	316,759
Changes in non-cash working capital:		
Accounts receivable	49,184	(67,486)
HST recoverable	(1,008)	11,557
Prepaid expenses	(9,760)	(2,438)
Accounts payable and accrued liabilities	35,193	30,076
Deferred revenue - legacy project	7,196	(4,825)
Deferred revenue - other	18,292	18,932
Deferred revenue - Major gift campaign	(22,200)	22,200
	133,445	324,775
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>		
Term deposit - capital fund	-	99,049
Bank indebtedness advances (repayment)	145,933	(208,876)
Repayment of long-term debt	(17,631)	(16,877)
	128,302	(126,704)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
Purchase of capital assets	(25,067)	(117,285)
<b>INCREASE IN CASH DURING THE YEAR</b>	236,680	80,786
<b>CASH AND SHORT-TERM INVESTMENTS - BEGINNING OF YEAR</b>	80,786	-
<b>CASH AND SHORT-TERM INVESTMENTS - END OF YEAR</b>	\$ 317,466	\$ 80,786
Interest paid on long-term debt	\$ 6,598	\$ 8,671
Cash and short-term investments consists of:		
Cash	\$ 26,034	\$ 52,664
Short-term investments	291,432	28,122
	\$ 317,466	\$ 80,786

**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
NOTES TO FINANCIAL STATEMENTS  
*for the year ended June 30, 2007*

**1. DESCRIPTION OF ORGANIZATION**

Metro Food Bank Society - Nova Scotia is a charitable organization which accepts, collects and distributes food and food related products to member agencies for distribution to needy families, and provides support services for self-help initiatives. It commits itself to work in partnership with the community to enhance human dignity, by eliminating chronic hunger and alleviating poverty in the Province of Nova Scotia. The main fundraising activities of the Society occur in December each year and the cash raised is mainly utilized to fund operations throughout the year.

On February 28, 2005 the Society registered FEED NOVA SCOTIA as its operating name.

The Society is a registered charity for income tax purposes and is, therefore, not required to pay tax under the Income Tax Act.

**2. ACCOUNTING POLICIES**

**Revenue recognition**

Fundraising, unrestricted grants, donations, and other revenues are recognized when received by the Society. Restricted contributions are deferred and amortized to income over the period of time to which they relate. Donated food revenue is recognized at the time the food is distributed to the Society's members.

**Donated food**

Donated food and its subsequent distribution to members is valued based on managements best estimate determined using an average cost per kilogram for donated food.

**Cash**

Cash (bank indebtedness) is represented by amounts held on deposit, or overdraft positions, with financial institutions.

**Capital assets**

Capital assets are recorded at cost, and are amortized using the declining balance method at the annual rate of 4% for buildings, 8% for pavement, 20% for equipment and 30% for vehicles and computers.

Amortization is calculated at one-half of the normal annual rate in the year of acquisition; no amortization is recorded in the year of disposal.

**Use of estimates**

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires the society's management to make estimates and assumptions that affect the amounts reported in the financial statements and related notes to the financial statements. Actual results may differ from these estimates.

**Financial instruments**

Unless otherwise indicated, it is management's opinion that the society is not exposed to significant interest, currency or credit risks arising from their various financial instruments. The fair value of these financial instruments approximates their carrying value, unless otherwise noted.

**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
**NOTES TO FINANCIAL STATEMENTS**  
*for the year ended June 30, 2007*

**2. ACCOUNTING POLICIES (continued)**

**Government and other capital assistance**

Government assistance and other capital assistance to capital assets is deferred and amortized to earnings on the same basis as the related asset.

**3. SHORT-TERM INVESTMENTS**

The short-term investments consist of three guaranteed investment certificates in the amounts of \$51,478, \$215,545 and \$24,410 with interest rates of 3.25%, 3.75% and 2.85%. The certificates mature at various times between August and December 2007.

**4. BEQUEST FUND**

The annual income from the bequest fund may be used for operations but the capital, in the amount of \$10,000, can be used only upon the specific direction of the Board of Directors. As at June 30, 2007, the restricted cash is held in the form of Guaranteed Investment Certificates with an interest rate of 3.45%.

**5. CAPITAL ASSETS**

	2007		2006	
	Cost	Accumulated amortization	Net	Net
Land	\$ 120,640	\$ -	\$ 120,640	\$ 120,640
Buildings	548,123	151,174	396,949	413,489
Motor vehicles	406,692	253,490	153,202	218,859
Computers	28,244	11,796	16,448	4,361
Equipment	229,833	173,193	56,640	60,328
Paving	30,019	13,273	16,746	18,202
	<b>\$ 1,363,551</b>	<b>\$ 602,926</b>	<b>\$ 760,625</b>	<b>\$ 835,879</b>

**6. SECURITY FOR INDEBTEDNESS**

**(a) Bank indebtedness**

FEED NOVA SCOTIA has access to an operating credit line of \$175,000 which has interest calculated at the banks prime lending rate from time to time and is secured by a general security agreement with a specific charge over motorized serial numbered assets with replacement cost, insurance coverage, loss, if any, repayable to the bank. The balance outstanding at year end was \$145,933.

**(b) Long-term debt**

The Halifax Regional Municipality loan is secured by a first charge over the land and building, subject to conditions in note 9, having a net book value of \$517,589

The GMAC vehicle loan is secured by a vehicle having a net book value of \$6,474.



**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
 NOTES TO FINANCIAL STATEMENTS  
*for the year ended June 30, 2007*

**7. LEGACY PROJECT**

In 2003, FEED NOVA SCOTIA partnered with the Halifax Regional Municipality (HRM) and the Victoria Park Legacy Project to restore Victoria Park in Halifax, Nova Scotia. Revenues are derived from the individual purchases of bricks which will be used in the restoration of the park. Minimal expenses have been incurred. Revenue will be deferred until such time that the culmination of the earnings process has taken place. An amount of \$200,000 is to be paid to HRM for related construction costs incurred from revenues generated by the project. A total of \$93,000 has been paid to the HRM leaving an outstanding balance of \$107,000.

**8. DEFERRED CONTRIBUTIONS - CAPITAL CAMPAIGN**

Deferred contributions - capital campaign represents the amount of donations received for the purchase of capital assets less capital campaign expenses and the amortization of net capital campaign contributions to date. Details of the deferred contributions - capital campaign balance are as follows:

	2007	2006
Capital campaign contributions	\$ 653,922	\$ 653,922
Less: Capital campaign expenditures	(138,897)	(138,897)
Amortization	(187,601)	(156,425)
	\$ 327,424	\$ 358,600

**9. DEFERRED REVENUE**

**Property acquisition**

In 1998, the Halifax Regional Municipality approved the sale of 213-217 Bedford Highway to the Society. The property was recorded as a capital asset of the Society at the appraised value of \$290,000. Deferred revenue of \$108,750 was the portion of the purchase price which will be forgiven by the Halifax Regional Municipality. The Society is amortizing the deferred revenue to income on the same basis as the amortization of the property. The Municipality holds a loan over the property for the remaining amount outstanding. Title of the property will be conveyed to the Society when the loan is extinguished.

The Province of Nova Scotia has also granted an amount of \$108,750 that will be payable to the Society over a 15 year period to assist the Society in paying for the property. Interest at the Municipality's cost of borrowing will also be granted to the Society by the Province of Nova Scotia over a 15 year period.

**Department of Community Services capital grant**

In 2005 FEED NOVA SCOTIA received a one time grant of \$275,000 from the Department of Community services which is to be used for the immediate capital equipment needs of the society. During the year \$52,790 of amortization was recorded.

**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
**NOTES TO FINANCIAL STATEMENTS**  
*for the year ended June 30, 2007*

**10. LONG-TERM DEBT**

	<b>2007</b>	<b>2006</b>
Halifax Regional Municipality loan, bearing interest at 6.75% repayable in blended monthly installments of \$1,594, until August 2014.	\$ 108,734	\$ 121,546
GMAC vehicle loan, non-interest bearing, repayable in monthly principal installments of \$401, until November 2007.	2,007	6,826
	<b>\$ 110,741</b>	<b>\$ 128,372</b>

The aggregate amount of principal payments required in each of the next five years to meet retirement provisions are as follows:

Year ending June 30, 2008	\$ 14,388
2009	13,216
2010	14,108
2011	15,060
2012	16,077

**11. FOOD DONATIONS**

Donated food revenue is calculated as follows:

	<b>2007</b>	<b>2006</b>
Estimated value of food donated during the year	\$17,020,652	\$14,627,724
Estimated food inventory-beginning of year	880,383	1,001,907
Estimated food inventory-end of year	(1,287,432)	(880,383)
	<b>\$16,613,603</b>	<b>\$14,749,248</b>

Since the food is donated to members, the inventory has no net realizable value. Therefore, in accordance with generally accepted accounting principles, inventory has not been recorded as an asset in the statements of the Society.

**12. DONATED SERVICES**

Volunteer hours representing fundraising, special events, administrative and warehouse activity for the year ended June 30, 2007 were 43,280 (2006 - 39,375). The value of these services are not reflected in these financial statements.

**13. COMMITMENTS**

The aggregate annual payments under long-term equipment leases expiring at various times until 2012 are as follows:

Year ending June 30, 2008	\$ 10,233
2009	9,783
2010	6,080
2011	5,988
2012	5,988

**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
**NOTES TO FINANCIAL STATEMENTS**  
*for the year ended June 30, 2007*

**14. COMPARATIVE FIGURES**

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

**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
 SCHEDULE OF REVENUE  
*for the year ended June 30, 2007*

	2007	2006
<b>FUNDRAISING EVENTS</b>	\$ 821,379	\$ 832,353
<b>EXPENDITURES RELATED TO FUNDRAISING</b>		
Advertising and special events	82,197	87,454
Postage	24,881	21,105
Printing	37,449	36,521
Salaries and benefits	117,119	117,565
Training and development	-	431
	<u>261,646</u>	<u>263,076</u>
<b>NET FUNDRAISING REVENUE</b>	559,733	569,277
<b>DONATIONS</b>	917,826	815,450
<b>UNRESTRICTED BEQUESTS</b>	215,750	37,066
<b>GRANTS</b>	255,596	555,127
<b>OTHER</b>	<u>75,087</u>	<u>95,435</u>
	<u>\$ 2,023,992</u>	<u>\$ 2,072,355</u>



**METRO FOOD BANK SOCIETY - NOVA SCOTIA**  
**(operating as FEED NOVA SCOTIA)**  
 SCHEDULE OF EXPENDITURES  
*for the year ended June 30, 2007*

	2007	2006
<b>ADMINISTRATIVE</b>		
Advertising	\$ 750	\$ 1,078
Amortization of office equipment	16,668	16,905
Directors' liability insurance	1,653	1,402
Equipment leases	7,555	5,550
Information technology	2,533	3,827
Interest and bank charges	14,474	14,847
National and local meetings	3,202	4,281
Memberships	2,032	1,553
Office and stationery	16,750	9,951
Postage	9,503	8,702
Printing	1,300	606
Professional fees	4,816	9,803
Salary and benefits	328,042	257,933
Telephone	15,334	15,996
Training and development	2,127	971
Volunteer program	5,694	2,440
	<u>\$ 432,433</u>	<u>\$ 355,845</u>
<b>OCCUPANCY</b>		
Amortization, net of amortization of deferred capital campaign contributions	\$ (13,178)	\$ (12,361)
Building repairs and maintenance	13,943	11,755
Building services	15,746	11,305
Heat	23,292	18,535
Insurance	5,777	6,256
Mortgage interest	6,598	8,671
Power	22,090	19,630
Safety	654	-
Snow removal	7,977	5,702
	<u>\$ 82,899</u>	<u>\$ 69,493</u>
<b>RESOURCE DEVELOPMENT AND COMMUNICATIONS</b>		
Advertising and promotion	\$ 4,004	\$ 5,406
Donor recognition	173	318
Events	983	1,221
Publications	1,715	3,146
Salaries and benefits	122,654	88,335
Training and dues (recovery)	434	(61)
	<u>\$ 129,963</u>	<u>\$ 98,365</u>