

Annual report 2011

feed
nova scotia



Vision Statement

We envision a province where no one goes hungry.

Mission Statement

Our immediate goal is to feed hungry people.

Our ultimate goal is to eliminate chronic hunger and alleviate poverty.

Board *of Directors*

John Drish, Past Chair

Robert Logan, Secretary

J. Fred Miles, Member Council Representative

David Miller, Honourary Member and Treasurer

Dwayne Provo

Brian Rendell

Rebecca Saturley, Vice Chair

Dianne Swinemar, Executive Director

Jill Thomas-Myrick

Kevin Trainor

Thomas Wheeler, Chair

feed
nova scotia



Messages *from the Chair and Executive Director*

At FEED NOVA SCOTIA, the Board of Directors is tasked with the role of setting policy and direction for the organization. As volunteers, it is a job we take very personally. And as a governing body, it is a responsibility we take very seriously. With hunger and poverty being such pressing issues in our province, we know it is important to our supporters that their contributions have a meaningful impact and that their gifts of food, funds and time are used judiciously. That's why we're so pleased to report the information on the following pages—together, we are truly making a difference.

As I step down from my role as Board Chair, I wish to acknowledge the generous contributions of fellow board members, staff, volunteers, member agencies and donors who make it all possible. I especially want to thank Dianne Swinemar for her devoted commitment as Executive Director. Guided by faith and backed by determination and skill, she has led the organization for 20 years. Few organizations have the good fortune of such steadfast leadership.

It has truly been a pleasure to sit at a table with people who are passionate about helping Nova Scotians in need. And to be part of an organization that enriches so many lives has been nothing short of inspiring.



Thomas Wheeler, Board Chair

There's a popular quote that I think of often. It says, "Individually we are one drop; together we're an ocean." While this sentiment is nothing new, it emphasizes an important principle that will always be relevant: Together we're better, we're stronger and we can accomplish more. This year marked my twentieth anniversary with FEED NOVA SCOTIA, and while the event was a personal milestone, it highlights the incredible impact the organization has had over those two decades—something that never would have been possible without the relationships that have been built along the way.

In the last 20 years there have been moments of worry for me, that there wouldn't be enough food or that a fundraiser wouldn't bring in enough money, or someone somewhere wouldn't get the help they needed. But the vast ocean of supporters we've been blessed with has always come through. Backed by the goodwill of these supporters, we are committed to achieving the operational goals that have been established for the coming year.

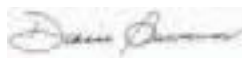
In 2011-2012, we will identify the categories where food donations are not as strong, and develop a procurement strategy to address this so we can ensure our member agencies are receiving well-balanced,



nutritious food shipments. We will strengthen our food safety directives with the rollout of a comprehensive food safety program for our member agencies across the province. We will enhance the advocacy and client programs side of our operation, through the development of a revenue-generating business venture and a new employment training opportunity that will mirror the success of our Learning Kitchen. And we are hoping to provide additional turn-key programs for our member agencies to implement in their daily operations.

At FEED NOVA SCOTIA, we envision a province where no one goes hungry, and to get there we are providing food for today and working on solutions for tomorrow. It's our reason for being. And so much gratitude is owed to our volunteers, our donors, our member agencies and our staff team who support this. Without you, we'd just be one drop.

Thank you for being part of the ocean.



Dianne Swinemar, Executive Director

Hunger *in Nova Scotia*

Living in poverty with the constant struggle of putting enough food on the table is an all-consuming existence for many people. For others, the shock of a sudden financial crisis can be devastating. Asking for help is not an easy thing to do, and it's often the last call people want to make.

Hunger hurts and the challenges of hunger and poverty go beyond dollars and cents. Hunger is the mother going without a meal so her son isn't the only one at school without a lunch. It's the 85-year-old man alone in the city with no family or friends to call when he needs help getting food. It's the woman who worked for the same company for 25 years, and then suddenly lost her job. These are the realities people face every day in every community in our province.

Because of you we are able to help.

How *we are helping*

We need food to survive, and opportunities to thrive. At FEED NOVA SCOTIA, we understand the importance of providing both in order to achieve our vision of a province where no one goes hungry.

Food distribution is a large part of what we do. To meet the immediate, basic need of food, we make regular deliveries to more than 150 member agency food banks and meal programs across the province. In essence, we feed the agencies that help feed Nova Scotians in need.

We are proud to help fill this immediate need, but we recognize that it's only a short-term solution. We are also getting to the root of hunger and poverty by providing support and opportunities for a fresh start through our Learning Kitchen, client services team and Helpline.





Feeding *hungry people*

FEED NOVA SCOTIA distributes food to our member food banks using a fair share approach. Packaged and canned goods are distributed based on the number of clients (fair share) that each food bank serves. Fresh (perishable) food is distributed based upon the same fair share approach, however, due to the nature of the product, for some agencies an order may have to be modified to adjust quantities, based on the food bank's capacity to store fresh and frozen foods. Every effort is made to share all product based on a fair share.

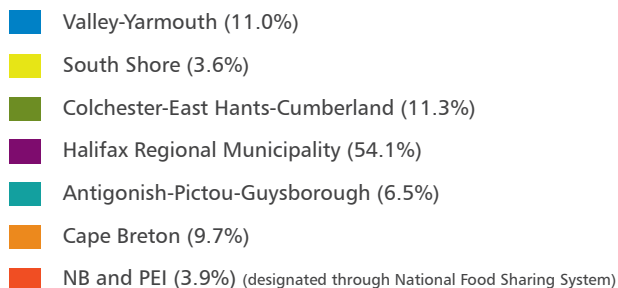
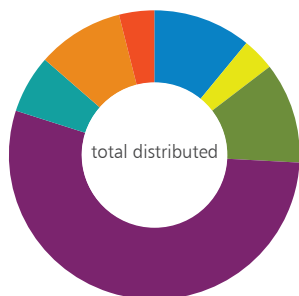
For those food banks that are closed for the summer or at other designated times during the year, the food banks receive their fair share of food based upon the available food during the months that they are open.

In 2010-11 our trucks travelled 344,500 kilometres, distributing 1,973,462 kilograms of food to our member agencies.

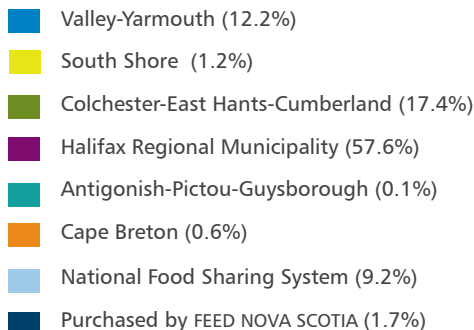
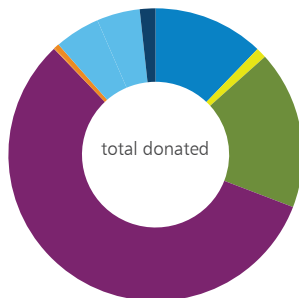
When handling such large volumes of food, our staff and volunteers adhere to strict food-safety standards. It's something we've always placed extremely high importance on and an area we are always looking to strengthen. We continue to work with Food Banks Canada to roll out a food safety program for our member agencies across the province in the coming fiscal year.

These food safety principles also come into play when we examine unmarketable food donated by grocery stores and wholesalers via reclamation companies. In 2010-11 we salvaged over 391,000 kilograms to distribute to our members.

Where we distribute the food
total distributed = 1,973,462 kg



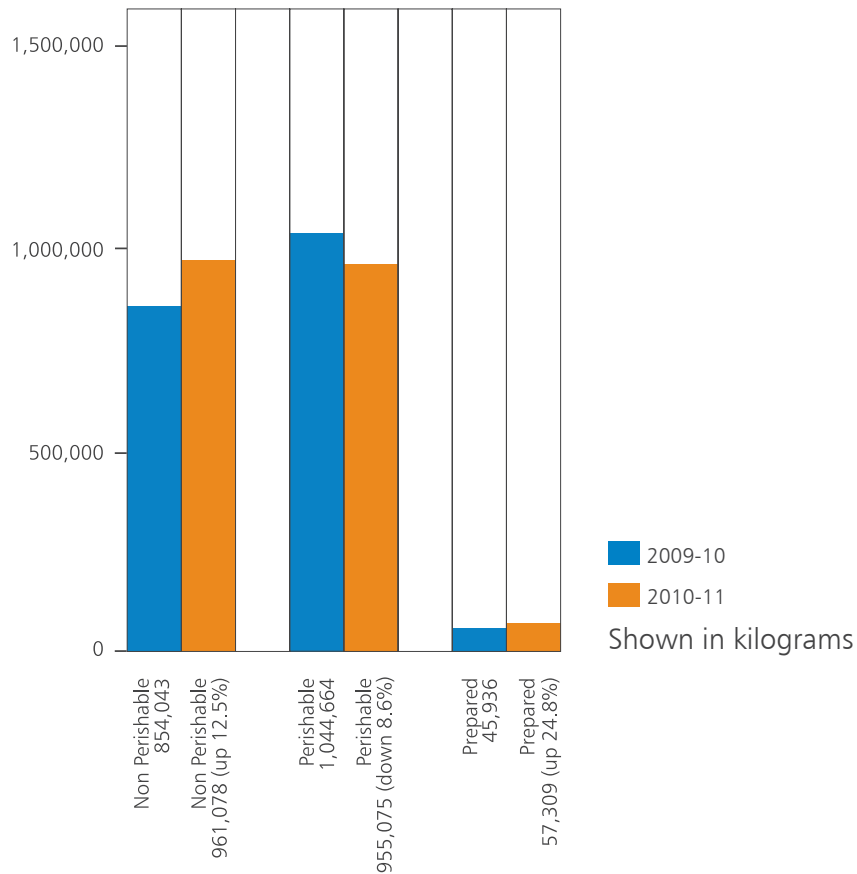
Where the food comes from
total donated = 2,113,431 kg



Food categories distributed

In 2010-11 perishable food donations were lower than the previous year. However, non-perishable donations increased and total food donations were up by 1.5%.

Through our food recovery program, we distributed 57,309 kilograms of surplus prepared food from restaurants, hospitals and retailers to drop-in centres, shelters and meal programs in Halifax and Dartmouth.





Feed Nova Scotia
Ten Thousand Dollars

A dona

POWER

NM

NO

FREE
GALLET
\$10

Shreddies

Eliminating hunger *and poverty*

Advocacy and Awareness

Hunger and poverty affect thousands of people in our province, and without someone to advocate on their behalf, their voices often go unheard. FEED NOVA SCOTIA, with the support of our member agencies, collects statistics that help us better understand the hunger population in Nova Scotia. Through the analysis of these statistics we can identify trends and give important context to food insecurity. This analysis is used by FEED NOVA SCOTIA and other agencies to develop appropriate programs and services, increase awareness and influence the decision-making process.



A dedicated page on our website, a door knocker and a newspaper editorial brought heightened attention to the issues of hunger and poverty in the May 2011 federal election.



Information from our client registry was used to effectively distribute a large donation of diapers. Using the data regularly submitted by our member agencies, we were able to target the distribution to those agencies with age-appropriate children.

Learning Kitchen

Give someone a fish and you feed them for a day, but teach someone to fish and you feed them for a lifetime. That's the philosophy behind our Learning Kitchen, a training program designed for individuals who face barriers to employment. This year 18 students completed the 16-week course, equipped with the technical and life skills needed for a job in the culinary industry. Eleven went on to secure employment or obtain further education.

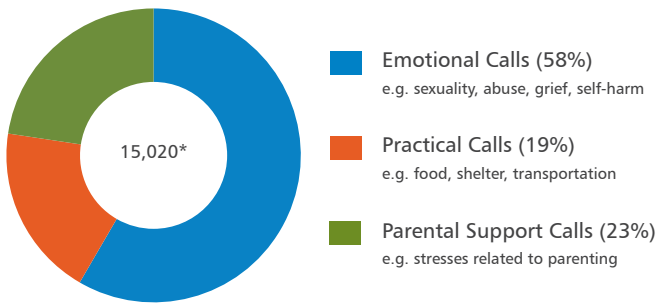
Not only does the Learning Kitchen provide opportunities for tomorrow, it also plays an important role in supporting those in need today. In 2010-11, participants prepared 32,900 meals as part of their learning experience and these meals were distributed to three of our member agencies. Through a unique partnership with a local church, the Learning Kitchen also prepared 200 turkey dinners for distribution to families during the holiday season.

*"I owe the Learning Kitchen a lot. I've grown and changed so much."
- Learning Kitchen graduate*

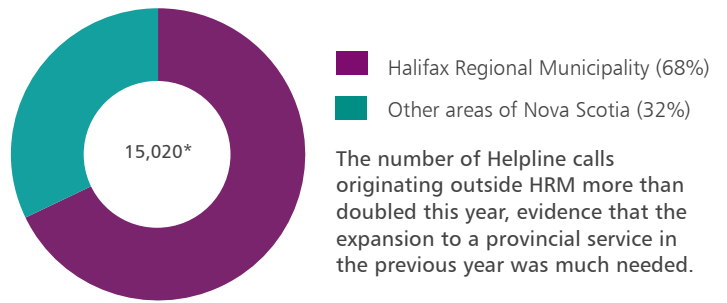
Helpline *"If it wasn't for Helpline, I wouldn't be here today." - caller*

Staff and volunteers answered 16,159 calls this year on our Helpline, a telephone support service that provides non-clinical, empathetic listening and connects people experiencing distress with the right resources and support. Helpline continued to grow this year, expanding to a 24-hour service in the spring. We also added a TTY/TTS service as part of our ongoing commitment to be more accessible to our clients. In 2010-11, 68% of Helpline hours were covered by volunteers who have undergone 40 hours of initial training and who receive continuous support and training. This marks considerable progress toward our target of having 80% hours staffed by volunteers.

Type of calls received

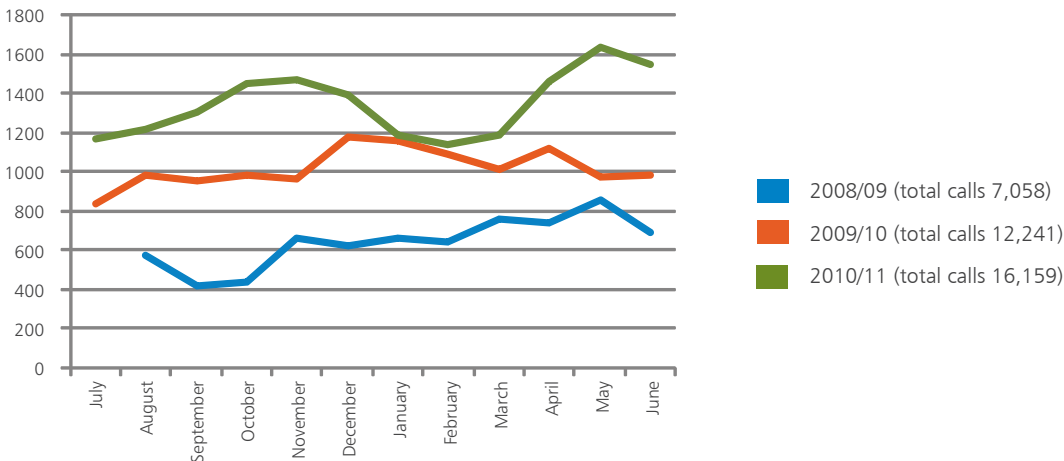


Origin of calls



Number of Helpline calls received

Monthly call volume was consistently higher this year over last. Total Helpline calls have more than doubled in the last two years.



* Excludes hang ups

Our Member Agencies

Annapolis Valley-Yarmouth

Annapolis Area Food Bank Society
Berwick Food Bank
Bridgetown & Area Food Bank
Canning Area Food Bank
Clare Food Bank
Digby & Area Food Bank
Fundy Interchurch Food Bank
Hantsport & Area Community Food Bank
*Harvest House Community Outreach
NSCC Annapolis Valley Campus
Twelve Baskets Food Bank
Windsor & District Food Bank
Wolfville Area Food Bank
Yarmouth Food Bank Society

South Shore

Bridgewater Elementary School Breakfast Program
Bridgewater Interchurch Food Bank
Food For Thought Breakfast Program
Lighthouse Food Bank Society
Lunenburg Interchurch Food Bank
Mahone Bay Area Food Bank Association
New Germany Area Food Bank
Queen's County Food Bank
Shelburne Loyalist Food Bank
South Shore Family Resource Association

Colchester-East Hants-Cumberland

Amherst Food Assistance Network Association
Colchester Food Bank Association
Hants North Community Food Bank
Indian Brook Food Bank
Oxford & Area Food Bank Association
Parrsboro & Area Food Bank Society
Pugwash & Area Food Bank (Open Hamper)
Salvation Army Family Services (Truro)
Shumilacke Food Bank Society

Halifax Regional Municipality

A.J. Smeltzer Junior High School
Adsum Centre for Women and Children

Adsum Court
Adsum House
Alcare Place
Alice Housing
Ark Outreach
Bayers Westwood Family Centre
Bayers Westwood Residents Association Food Bank
Beacon House Interfaith Society
Brunswick Street Mission Breakfast Program
Brunswick Street Mission Food Bank
Canadian Mental Health Association (Dartmouth Among Friends)
Canadian Mental Health Association (Halifax Caring & Sharing)
City Church Hope Ministries Food Bank
Cole Harbour/Woodside United Church Food Bank
Community YMCA
Connections Clubhouse
Corp. of Christ Church
Coverdale Centre
Cunard Learning Centre
Dalhousie University Student Union Food Bank
Dartmouth Family Centre
Dartmouth First Baptist Food Bank
David's Place
Demetrious Lane Food Bank
East Dartmouth Christian Food Bank Association
Eastern Shore Volunteer Food Bank
Elizabeth Fry Society
Emmanuel Anglican Church Food Bank
*Family SOS (Services of Support)
Feeding Others of Dartmouth Margaret House
FLEC - Bedford Highway
FLEC - Dartmouth Forsythe Centre
FLEC - St. Pat's-Alexandra School
Freedom Foundation of Nova Scotia
Gateway Community Church
Greystone Drive Tenants Association
Halifax Transition House Association - Bryony House
Halifax West Ecumenical Food Bank
Helping Hands Food Bank (Church of the Holy Spirit)
Highland Park Junior High School
John Martin Junior High School Breakfast Program
Lake Echo Community Food Bank
Lockview High School Food Bank
Mainline Needle Exchange
Manna for Health
Marine Communities Food Bank Society

Metro Non-Profit Housing Association Dartmouth
 Metro Non-Profit Housing Association Halifax
 Mic Mac Native Friendship Society
 Mount Saint Vincent University Students' Union Food Bank
 Mulgrave Park Tenants Association
 New Beginnings Clubhouse
 North Dartmouth Outreach Resource Centre Society
 *Out of the Cold Shelter
 Phoenix Youth Programs - Coburg Road
 Phoenix Youth Programs - Hunter Street
 Phoenix Youth Programs - Tower Road
 Prince Andrew High School Youth Health Centre
 Prince Arthur Junior High Breakfast Program
 Rainbow Food Bank
 Salvation Army Dartmouth Community Church
 Salvation Army Family Services (Halifax)
 Salvation Army Halifax Centre of Hope
 *SHYM - Supportive Housing for Young Mothers
 St. Agnes Junior High School Breakfast Program
 St. Andrew's Church Supper Program
 St. Vincent de Paul, St. Clement's
 St. Vincent de Paul, St. Paul's
 *St. George's Soup Kitchen
 St. George's YouthNet
 St. James United Church Food Bank
 *St. Leonard's Society of Nova Scotia - Sir Sandford Flemming House
 St. Leonard's Society of NS - Barry House
 St. Leonard's Society of NS - Metro Turning Point
 St. Margaret's Bay Food Bank
 St. Mark's Food Bank
 St. Matthew's United Church Breakfast Program
 St. Paul's Family Resources Institute Inc.
 Student Union of Nova Scotia College of Art and Design
 The Laing House Association
 The Marguerite Centre
 The Stepping Stone Association
 The Youth Project
 Victoria Road Baptist Church Food Bank

Antigonish-Pictou-Guysborough

Antigonish Community Food Bank
 Canso & Area Food Bank Association
 Guysborough & Area Food Bank Society
 Pictou County (East) Food Bank
 Pictou West Food Bank

*Salvation Army Westville Corps.
 St. Francis Xavier University Student Food Resource Centre

Cape Breton

Barra Food Bank Society
 CAW Louisbourg Food Bank Society
 Eskasoni Charity Society
 Eskasoni High School Breakfast Program
 Glace Bay Food Bank Society
 Helping Hands South of Smokey
 Inner City Churches - Loaves and Fishes Society
 North Sydney Community Food Bank
 Port Hawkesbury Food Bank Society
 Port Hood Food Bank
 Salvation Army Sydney Community Church
 St. Louis Community Services Committee
 St. Theresa's Food and Clothing Depot
 SVDP Society - St. Leonards
 Sydney Mines Food Bank Society
 The AIDS Coalition of Cape Breton
 Unanea'Ki Training & Education Centre

*FEED NOVA SCOTIA is especially pleased to welcome the organizations that joined our provincial network in 2010-11.

Current listing at time of printing this report
 (September 2011)

Member Council

Michael Edwards, Beacon House Interfaith Society
 Joan Harris, Berwick Food Bank
 Gloria Hubley, Bridgewater Interchurch Food Bank
 Robert Lundrigan, Salvation Army Halifax
 J. Fred Miles, Loaves & Fishes – Inner City Churches of Sydney

Understanding Hunger *in Nova Scotia*

Here is a look at some of the trends affecting people in each of our six member agency regions. It provides a brief snapshot of hunger and poverty across the province, and only scratches the surface in terms of the information we know about these complex issues.

South Shore: This region has the highest percentage of households* living in market rental units (78% compared with the provincial rate of 68%) and the lowest percentage of households* living in social housing (2% compared with the provincial rate of 15%). South Shore also has the highest percentage of households* relying on Income Assistance as their primary source of income (68%). This is well above the provincial figure of 50%.

Colchester-East Hants-Cumberland: The most striking thing about this region is the percentage of households* living in social housing (41% compared with the provincial rate of 19%). This may be an indication of greater availability of social housing units within communities served by food banks.

Halifax Regional Municipality: This region has the largest percentage of households assisted by food banks containing only one adult at 53%, well above the provincial figure of 43%, and 4% above the national average. These statistics bring into question whether there are issues affecting single-person households* in particular that aren't being adequately addressed.

Antigonish-Pictou-Guysborough: Households using food banks that report employment and employment insurance as their primary source of income are the highest in the province, highlighting the loss of fulltime jobs and a shift to part time and contract work with little to no benefits. In this region, 13% of households* are relying primarily on current employment and 17% are relying on EI compared to provincial figures of 12% and 8% respectively.

Cape Breton: To complement the annual HungerCount survey, FEED NOVA SCOTIA also maintains a client registry comprising data supplied by our member agencies throughout the year. Client registry data for Cape Breton shows that sometimes it's not enough to examine how many individuals are receiving support in a given month; we need to also consider the frequency with which they require assistance. As an example, although fewer households in this region received assistance from food banks in 2010-2011 than in 2009-2010, the average number of times they received assistance increased from four visits per year to five visits per year.

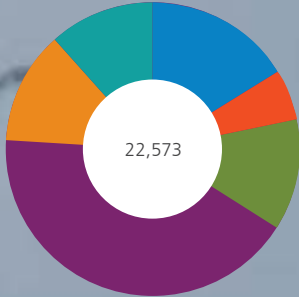
Valley-Yarmouth: This region represents 16.2% of the hunger population in our province. Comparing data from year to year, the statistics also tell us that Valley-Yarmouth has seen the highest increase in food bank usage in Nova Scotia (52.6% between 2008 and 2010).

* households refers to households visiting food banks



Nova Scotia Hunger Population

The following chart shows the number of individuals using a food bank, counting each person only once and shown by region, including change since 2009. Source: HungerCount 2010



- Valley-Yarmouth (3659, up 19%)
- South Shore (1245, up 9.8%)
- Colchester-East Hants-Cumberland (2767, down 4%)
- Halifax Regional Municipality (9496, up 12.6%)
- Antigonish-Pictou-Guysborough (2780, up 20.5%)
- Cape Breton (2627, up 3.6%)

How *you help*

Whether it's a can of soup or a pallet of apples, a small donation or a large corporate gift, the generosity of the community keeps food coming in, our trucks on the road, and our client support programs operational. For thousands of Nova Scotians, dinner is on the table and help is there when they need it because of you.



Source of food by donor type based on food distributed

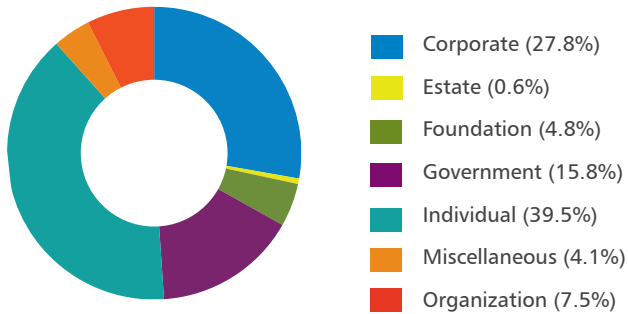


- Produce donated by commercial farmers and wholesale grocers (28.0%)
- Food drives and corporate/individual donors (23.8%)
- Reclaimed food donated by wholesalers/grocers (20.0%)
- Bakery retail (10.1%)
- National Food Sharing System - Food Banks Canada (7.1%)
- Donations collected in grocery store bins (3.3%)
- Dairy processor donations (3.0%)
- Prepared food donated by hospitals, hotels, etc (2.9%)
- Food purchased by FEED NOVA SCOTIA (1.9%)

Top 20 food donors shown in kilograms

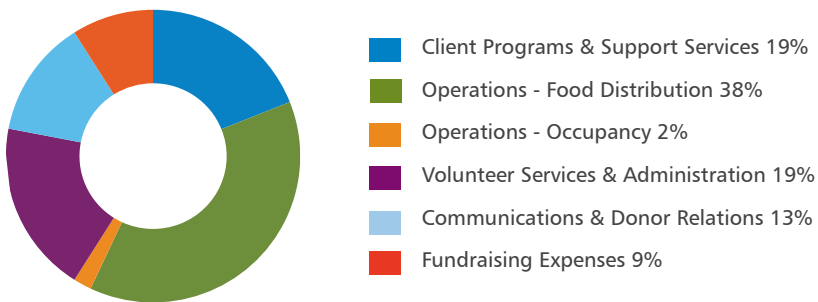
Sobeys Inc. (NS)	530,921
Atlantic Superstores (NS)	158,140
Nova Agri Inc.	59,947
Sysco Canada (NS)	54,900
Kraft Canada Inc. (NB)	54,037
Costco	49,276
Sawler Gardens Ltd.	48,937
Seaway Distributors Ltd.	26,119
den Haan Enterprises Ltd.	25,420
Vermeulen Farms	25,061
GFS - Gordon Food Service	24,873
W R Bolivar Transport Ltd.	24,550
Stone Hearth Bakery	24,160
Canada Bread (NS)	23,602
Sable Warehousing & Distribution Ltd.	22,109
Maritime Potato Inc.	19,950
Armour Transport Inc.	16,986
Farmers Co-Operative Dairy Ltd.	10,471
Midland Transport Ltd.	10,068
AMCA Sales Ltd.	9,705

Source of revenue by donor type



Note: The category "Government" includes both government grants that support our Learning Kitchen and Helpline programs, as well as funds raised by employees within government departments, police, military and fire departments.

How we spend your donations



Donors have a right to know how their financial contributions are put to use. While the financial statements later in this report detail all revenues and expenses, the above chart provides a quick summary.





feed
nova scotia

213 Bedford Highway
Halifax NS B3M 2J9
T 902.457.1900
F 902.457.4500
www.feednovascotia.ca

DONATIONS

feed
nova scotia
DONATIONS

213 Bedford
Halifax NS
T 902.457.1900
F 902.457.4500
www.feednovascotia.ca

Thanks to Julé Malet Veale who donated her time as a photographer for this report.

Signature Events *and special projects*

July 2010: Swinging for Supper

The clubs and the sun came out for a great round of golf at Glen Arbour. More than 140 participants hit the green and raised \$20,061—enough to distribute \$280,854 of donated food to our agencies. Eighteen holes have never been so meaningful!

October 2010: Chair-a-tea presented by TD

In its 10th anniversary year, members of the business community came together, along with our generous sponsors, for this elegant dinner and auction to raise \$96,000—enough funds to feed almost 100,000 people for a day. A special thank you is owed to TD, who has supported this event since it first started in 2000.

October 2010: Great Canadian Food Fight

The gloves came off when FEED NOVA SCOTIA entered the ring for the first time in this 48-hour food drive competition against our counterparts in Regina and Victoria. We lifted the final donation off the scales at the last minute, bringing the total to 69,246 kilograms—more food than we've ever raised before in a single event, and enough for a solid second-finish place behind Regina.

October 2010: Canstruction® Nova Scotia

What happens when creative genius, engineering prowess, team spirit and countless cans collide? Over \$35,000 in cash and 36,000 cans of food to help Nova Scotians in need! Canstruction® participants did it again at this dynamic building competition, and had heaps of fun in the process.

May 2011: Scotiabank Blue Nose Marathon Group Charity Challenge

We were delighted to be one of three featured charities at this year's event, and honoured to run alongside 49 enthusiastic people who helped raise \$22,373 as part of Team FEED NOVA SCOTIA in an effort to 'walk all over hunger.'

CBC Information Morning Sharing the View Calendar

We love when other organizations approach us with a great opportunity to work together and raise funds for families in need. Such was the case when CBC Information Morning brought forth the idea for a calendar featuring the work of twelve local artists. Sharing the View from the Studio of CBC Information Morning raised a whopping \$76,000 through calendar sales and an auction featuring the original artworks.

Clockwise from top left: CBC Information Morning Sharing the View calendar, Loblaw Extra Helping Campaign launch, Scotiabank Blue Nose Marathon, Swinging for Supper, Sobeys Fill the Food Bank Fuel the Community cheque presentation, Great Canadian Food Fight



Third Party *events*

We're always inspired by the hundreds of Nova Scotians who go to bat for us, raising food and funds. Whether it's an old-fashioned raffle, stuffing a helicopter to the brim with donated food, or anything in between, the generosity and creativity of the community never cease to amaze us. Throughout the year, 460 events were organized on our behalf, raising a total of \$305,049 and 147,725 kilograms of food. We are grateful to have such a huge hand in the fight against hunger and poverty.

Top ten third party events

Event Name	Funds raised	\$ value of food	Total value
Sobeys Fill the Food Banks Fuel the Community	\$216,070	--	\$216,070
Metro Transit / C100 Stuff A Bus Food Drive	--	\$145,390	\$145,390
Canada Post Food Drive	--	\$111,380	\$111,380
CBC FEED NOVA SCOTIA DAY	\$85,875	\$13,672	\$99,546
Q-104 Hunger Strike	\$31,786	\$24,950	\$56,736
BOUNCE Gives Back	\$1,073	\$53,624	\$54,697
Chronicle Herald Holiday Parade of Lights	\$16,380	\$19,290	\$35,670
Tim Hortons Holiday Food Drive	--	\$34,883	\$34,883
Gift Wrap Booths at Sunnyside & Mic Mac Mall	\$16,410	--	\$16,410
This Very Night Christmas Performance	\$656	\$15,304	\$15,961

Volunteers

Over 700 volunteers light up our organization with a spirit of giving, compassion and dedication. They are the fuel that keeps FEED NOVA SCOTIA running, collectively contributing 41,211 hours of time in 2010-11—the equivalent of 22 full-time positions. Especially noteworthy is the degree to which volunteerism has grown over the years. Since 2006 the number of volunteer hours has increased 10 percent.

The generosity of volunteers can be felt throughout the entire organization. From sorting and distributing food to answering Helpline calls. From entering data and running reports to helping with special events. And from stuffing envelopes and counting donations to setting policy and direction on the Board. Without question, the leadership and support given by volunteers has a direct impact on our ability to fulfill our mission. It also has an indirect impact by reducing operating costs for the organization by more than \$700,000 per year, meaning we can stretch the financial donations we receive even further to support those in need.

Making it happen. From compassion to action.



Special thanks *to Food Banks Canada*

We are proud to be a member of Food Banks Canada, a national charitable organization that represents the Canadian food banking community, and we strongly value the relationships and benefits this membership affords us.

This and every year, Food Banks Canada helps us work toward our mission of feeding hungry people. The National Food Sharing System brought us 105,549 kilograms of food in 2010-11 which we distributed to our members. As well, food and funds raised through nationally-coordinated events have a significant impact on our operations, including Kraft Spread the Feeling (9,552 jars of peanut butter), Kraft Hunger Challenge (\$45,101), Campbell Canada Help Hunger Disappear (15,912 cans of soup) and Loblaw Extra Helping fall and spring campaigns (8,178 kg of food).

Our ultimate goal of eliminating chronic hunger and alleviating poverty is also enhanced by HungerCount, a national survey on

food bank use conducted by Food Banks Canada each March. We are pleased to administer the survey every year in Nova Scotia, submit our data and be a part of this important tool that provides an in-depth look at who is turning to food banks and why.

Hunger Awareness Day is another national initiative that speaks to our ultimate goal, and one we eagerly support. On May 31, FEED NOVA SCOTIA reinforced national messaging and brought heightened attention to the issues of hunger and poverty. Volunteers wore armbands throughout the city, staff lined up along the Bedford Highway with banners and signs, and we launched changewhatyouknow.ca.

It's important to us to be connected to our food banking colleagues across the country. Our various organizations may run differently, but we are all in operation for the same reason, and we are stronger when we work together.

The Ethical Food Banking Code

Food Banks Canada, its members (provincial associations), affiliate member food banks and associated agencies will:

- 1 Provide food and other assistance to those needing help regardless of race, national or ethnic origin, citizenship, colour, religion, sex, sexual orientation, income source, age or mental or physical ability.
- 2 Treat all those who access services with the utmost dignity and respect.
- 3 Implement best practices in the proper and safe storage and handling of food.
- 4 Respect the privacy of those served, and will maintain the confidentiality of personal information.
- 5 Not require payment of any kind for donated food or consumer products, at any time from those assisted by their respective programs.
- 6 Acquire and share food in a spirit of cooperation with other food banks and food programs.
- 7 Strive to make the public aware of the existence of hunger, and of the factors that contribute to it.
- 8 Recognize that food banks are not a viable long-term response to hunger, and devote part of their activities to reducing the need for food assistance.
- 9 Represent accurately, honestly and completely their respective mission and activities to the larger community.

大發雜貨

HUNGER

CHANGEWHATYOUKNOW.CA

CHANGEWHATYOUKNOW.CA

Hunger hurts



LYLE TILLEY DAVIDSON
Chartered Accountants



INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of **Metro Food Bank Society - Nova Scotia**, which comprise the statement of financial position as at June 30, 2011 and the statements of revenue and expenditures and changes in fund balances and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal controls as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

Basis for Qualified Opinion

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 and donated food, the completeness and valuation of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to amounts reported 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.

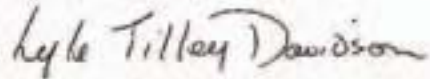
101 Tilley Avenue, Unit 7
Dartmouth, Nova Scotia, B3B 1S4
Tel: 902.468.2688 Fax:
902.468.3965

1718 Argyle St., Suite 720
Halifax, Nova Scotia, B3J 3N6
Tel: 902.423.7225 Fax:
902.423.3649

48 Davison Drive
Bridgewater, Nova Scotia, B4V 3K9
Tel: 902.543.1044 Fax:
902.543.0925

Qualified Opinion

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 and completeness and valuation of donated food received from the general public, the financial statements present fairly, in all material respects, the financial position of **Metro Food Bank Society - Nova Scotia** as at June 30, 2011 and the results of its operations and cash flow for the year then ended in accordance with Canadian generally accepted accounting principles.

**CHARTERED ACCOUNTANTS**

Halifax, Nova Scotia

August 26, 2011

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
STATEMENT OF FINANCIAL POSITION
as at June 30, 2011

	2011	2010
ASSETS (note 6)		
GENERAL FUND		
Cash and short-term investments (note 4)	\$ 674,509	\$ 584,683
Accounts receivable	44,566	170,995
HST recoverable	31,424	24,335
Prepaid expenses	47,891	37,598
	<u>798,390</u>	<u>817,611</u>
CAPITAL FUND		
Capital assets (note 5 and 6)	<u>611,179</u>	<u>668,279</u>
BEQUEST FUND (note 2(c))	<u>10,000</u>	<u>10,000</u>
OPERATIONAL RESERVE FUND (note 2(d))	<u>188,517</u>	<u>188,500</u>
	<u>\$ 1,608,086</u>	<u>\$ 1,682,390</u>
LIABILITIES		
GENERAL FUND		
Accounts payable and accrued liabilities	\$ 113,629	\$ 174,254
Legacy project (note 7)	2,194	5,064
Deferred revenue	208,537	69,012
	<u>324,360</u>	<u>248,330</u>
CAPITAL FUND		
Deferred contributions - capital campaign (note 8)	202,730	233,904
Deferred revenue		
Property acquisition (note 9)	65,706	68,444
Department of Community Services capital grant (note 9)	37,722	50,397
Long-term debt (notes 6 and 10)	54,992	69,758
	<u>361,150</u>	<u>422,503</u>
FUND BALANCES		
CAPITAL FUND	250,029	245,777
BEQUEST FUND	10,000	10,000
GENERAL FUND	474,030	569,280
OPERATIONAL RESERVE FUND	<u>188,517</u>	<u>188,500</u>
	<u>922,576</u>	<u>1,011,557</u>
	<u>\$ 1,608,086</u>	<u>\$ 1,682,390</u>
COMMITMENTS (note 12)		
<i>Signed on behalf of the Board</i>		
<u><i>David Till</i></u>	Director	
<u><i>David Davidson</i></u>	Director	

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
STATEMENT OF REVENUE AND EXPENDITURES
for the year ended June 30, 2011

	2011	2010
DONATED FOOD (note 11 (a))	\$14,334,211	\$13,900,713
DISTRIBUTION OF FOOD TO MEMBERS (note 11 (a))	14,334,211	13,900,713
	-	-
REVENUE (schedule 1)	<u>2,865,701</u>	<u>2,902,886</u>
EXPENDITURES		
Food solicitation and distribution-		
Amortization of motor vehicles	33,410	34,938
Food purchases	226,952	263,471
Garbage collection	75,548	66,114
Salary and benefits	677,337	654,794
Supplies	20,016	18,588
Telephone	3,884	8,020
Training and development	1,325	2,895
Motor vehicle	289,396	202,879
	<u>1,327,868</u>	<u>1,251,499</u>
Advocacy and client services/membership support-		
Client support and outreach	7,363	5,070
Learning kitchen	184,574	170,440
Membership meeting expenses	2,183	275
Office and printing	4,967	6,368
Research and program development	24,178	13,799
Salary and benefits	310,650	313,556
Staff training and development	2,351	1,106
Telephone	2,726	1,768
	<u>518,902</u>	<u>512,382</u>
ADMINISTRATIVE (Schedule 2)	640,223	653,242
OCCUPANCY (Schedule 2)	79,235	74,151
RESOURCE DEVELOPMENT AND COMMUNICATIONS (Schedule 2)	244,605	270,869
REDIRECTED DONATIONS	<u>145,776</u>	<u>25,151</u>
	<u>2,956,699</u>	<u>2,787,094</u>
REVENUE OVER EXPENDITURES (EXPENDITURES OVER REVENUE) FOR THE YEAR	<u>\$ (90,998)</u>	<u>\$ 115,792</u>

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
STATEMENT OF CHANGES IN FUND BALANCES
for the year ended June 30, 2011

					2011	2010
	Operational Reserve Fund	Capital Fund	General Fund	Bequest Fund	Total	Total
FUND BALANCES - BEGINNING OF YEAR	\$ 188,500	\$ 245,777	\$ 589,280	\$ 10,000	\$ 1,011,557	\$ 865,765
Excess (deficiency) of revenue over expenditures for the year	-	(32,193)	(58,805)	-	(90,998)	115,702
Interest	2,017	-	-	-	2,017	-
Transfers from general fund - Capital asset purchases, net of disposals	-	21,679	(21,679)	-	-	-
Repayment of long-term debt	-	14,786	(14,786)	-	-	-
FUND BALANCES - END OF YEAR	\$ 188,517	\$ 250,029	\$ 474,030	\$ 10,000	\$ 922,576	\$ 1,011,557

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
STATEMENT OF CASH FLOW
for the year ended June 30, 2011

	2011	2010
CASH FLOW FROM OPERATING ACTIVITIES		
Excess of revenue over expenditures (expenditures over revenue) for the year	\$ (90,998)	\$ 115,792
Adjustments for:		
Amortization	71,785	68,253
Loss on disposal of capital assets	6,418	-
Amortization of deferred revenue	(46,587)	(51,317)
	(59,384)	132,728
Changes in non-cash working capital:		
Accounts receivable	126,429	(142,000)
HST recoverable	(7,089)	212
Prepaid expenses	(10,293)	407
Accounts payable and accrued liabilities	(60,622)	12,428
Deferred revenue - legacy project	(2,870)	(27,552)
Deferred revenue - other	139,525	(11,759)
	125,696	(35,446)
CASH FLOW TO FINANCING ACTIVITIES		
Repayment of long-term debt	(14,766)	(12,677)
CASH FLOW TO INVESTING ACTIVITIES		
Purchase of capital assets	(21,679)	(75,840)
Proceeds from sale of capital assets	575	-
Operational reserve fund interest	2,017	-
	(19,087)	(75,840)
INCREASE (DECREASE) IN CASH DURING THE YEAR	91,843	(123,963)
CASH AND SHORT-TERM INVESTMENTS - BEGINNING OF YEAR	771,183	895,146
CASH AND SHORT-TERM INVESTMENTS - END OF YEAR	\$ 863,026	\$ 771,183
Interest paid on long-term debt	\$ 4,389	\$ 4,863
Cash and short-term investments consists of:		
Cash	\$ 647,759	\$ (85,087)
Short-term investments	26,750	669,770
	674,509	584,683
Operational fund reserve	188,517	186,500
	\$ 863,026	\$ 771,183

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
NOTES TO FINANCIAL STATEMENTS
for the year ended June 30, 2011

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 management's best estimate determined using an average cost per kilogram for donated food.

Donated goods and services

Donated goods and services are not recorded unless management can reasonably determine the value of the donated goods or services.

Cash

Cash 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 uniforms 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 management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. The most significant accounting estimates in these financial statements include allowance for doubtful accounts, the estimated useful lives of capital assets and deferred revenue.

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
NOTES TO FINANCIAL STATEMENTS
for the year ended June 30, 2011

2. ACCOUNTING POLICIES (continued)

Government assistance

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

Fund accounting

The Society uses the fund accounting method of presenting its assets, liabilities and results of operations. This method recognizes the limitations and restrictions placed on the use of the resources available to the Society by classifying all transactions according to their nature. The funds utilized by the Society include:

(a) General Fund

The General Fund is used to account for the primary operations of the Society, including costs related to programs, administration and operation of the premises.

(b) Capital Fund

The capital fund is used to account for capital assets, including their acquisition, financing, amortization and disposal. Operating costs of capital assets are accounted for in the Operating Fund.

(c) 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, 2011, the restricted cash is held in the form of Guaranteed Investment Certificates with an interest rate of 0.5%.

(d) Operational Reserve Fund

The operational reserve fund was established by the Board to ensure the sustainability of the Society. Each year up to 5% of revenues, excluding donated goods and services, are to be transferred to the fund until an amount equal to 3 months operating costs have been accumulated. The amount transferred each year cannot exceed revenues over expenditures in the year. Interest earned in the fund is recorded as revenue in the fund.

3. FINANCIAL INSTRUMENTS

The Society's financial instruments are classified as follows:

Held for trading:

Cash and short-term investments

Loans and receivables:

Accounts receivable

HST recoverable

Other liabilities:

Bank indebtedness

Accounts payable and accrued liabilities

Long-term debt

The fair value of the short-term investments are determined by the closing market value for these investments.

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
NOTES TO FINANCIAL STATEMENTS
for the year ended June 30, 2011

4. SHORT-TERM INVESTMENTS

The short-term investments consist of three guaranteed investment certificates. The certificates, including accrued interest, are valued as follows:

		<u>2011</u>	<u>2010</u>
GICs			
Rate	Maturity		
0.500%	February 2012	\$ 23,004	\$ -
0.750%	August 2011	10,749	-
1.400%	September 2011	188,517	186,500
0.550%	September 2010	-	301,279
0.200%	March 2011	-	364,857
0.400%	August 2010	-	10,673
		<u>222,270</u>	<u>863,309</u>
Investment Trust Fund			
500 units		2,960	2,960
		<u>\$ 225,230</u>	<u>\$ 866,269</u>

5. CAPITAL ASSETS

	<u>2011</u>		<u>2010</u>	
	Cost	Accumulated amortization	Net	Net
Land	\$ 120,640	\$ -	\$ 120,640	\$ 120,640
Buildings	548,123	210,975	337,148	351,196
Motor vehicles	489,659	402,953	86,706	110,116
Uniforms	18,066	14,592	3,474	6,986
Computers	47,550	35,131	12,419	15,062
Equipment	236,507	197,711	38,796	49,239
Paving	30,019	18,023	11,996	13,040
	<u>\$ 1,490,564</u>	<u>\$ 879,385</u>	<u>\$ 611,179</u>	<u>\$ 668,279</u>

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 nil.

(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 \$457,788.

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
 NOTES TO FINANCIAL STATEMENTS
 for the year ended June 30, 2011

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 \$134,980 has been paid to the HRM leaving an outstanding balance of \$65,020 which is payable as future revenues are generated. Of the revenues received to date there is \$2,194 payable to HRM.

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:

	2011	2010
Capital campaign contributions	\$ 653,922	\$ 653,922
Less: Capital campaign expenditures	(138,897)	(138,897)
Amortization	(312,295)	(281,121)
	\$ 202,730	\$ 233,904

9. DEFERRED REVENUE - CAPITAL FUND

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 \$12,875 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, 2011

10. LONG-TERM DEBT

	2011	2010
Halifax Regional Municipality loan, bearing interest at 6.75% repayable in blended monthly instalments of \$1,594, until August 2014.	\$ 54,992	\$ 69,758

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

Year ending June 30, 2012	\$ 15,819
2013	16,910
2014	18,078
2015	4,185

11. IN KIND DONATIONS

(a) Donated food

Donated food revenue is calculated as follows:

	2011	2010
Estimated value of food donated during the year	\$14,108,645	\$13,881,118
Estimated food inventory-beginning of year	1,193,453	1,213,048
Estimated food inventory-end of year	<u>(967,867)</u>	<u>(1,193,453)</u>
	\$14,334,231	\$13,900,713

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.

(b) Donated goods

In kind donations in the form of goods are recorded in the financial statements when management can reasonably determine the value of the donations. The in kind donations recorded in these financial statements for the year ended June 30, 2011 are \$106,860 (2010 - \$24,327).

(c) Donated services

Volunteer hours representing fundraising, special events, administrative and warehouse activity for the year ended June 30, 2011 were \$41,483 (2010 - 40,900). The value of these services are not reflected in these financial statements.

12. COMMITMENTS

The aggregate annual payment under long-term equipment leases expiring in 2012 is \$5,788.

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
NOTES TO FINANCIAL STATEMENTS
for the year ended June 30, 2011

13. CAPITAL DISCLOSURES

The Metro Food Bank Society - Nova Scotia considers its capital to be the balance maintained in its general, capital, bequest and operational reserve funds. The primary objective of the Society is to invest its capital in a manner that will allow it to continue as a going concern and comply with its stated objectives. Capital is invested under the direction of the Board of Directors of the Society with the objective of providing a reasonable rate of return, minimizing risk and ensuring adequate liquid investments are on hand for current cash flow requirements. The Society is subject to externally imposed requirements of its capital in the bequest fund.

14. FUTURE REPORTING

The Canadian Accounting Standards Board will require all non-profit organizations to adopt either International Financial Reporting Standards (IFRS) or Accounting Standards for Non-profit Organizations for annual financial statements relating to fiscal years beginning on or after January 1, 2012, including the restatement of comparative period financial statements on the same basis. The transition from Canadian GAAP to Accounting Standards for Non-profit Organizations will be applicable to the Association for the year ending June 30, 2013.

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
 SCHEDULE OF REVENUE
for the year ended June 30, 2011

	2011	2010
FUNDRAISING EVENTS	\$ 1,698,517	\$ 1,193,785
EXPENDITURES RELATED TO FUNDRAISING		
Advertising and special events	196,806	79,850
Postage	32,267	35,890
Printing	45,124	41,715
Salaries and benefits	220,070	254,800
Training and development	647	2,183
	<u>494,914</u>	<u>414,438</u>
NET FUNDRAISING REVENUE	1,203,603	779,347
DONATIONS	1,177,896	1,730,150
GRANTS	427,018	347,091
OTHER	57,184	46,358
	<u>\$ 2,865,701</u>	<u>\$ 2,902,896</u>

METRO FOOD BANK SOCIETY - NOVA SCOTIA
(operating as FEED NOVA SCOTIA)
 SCHEDULE OF EXPENDITURES
 for the year ended June 30, 2011

	2011	2010
ADMINISTRATIVE		
Staff recruitment	\$ 2,494	\$ 2,925
Amortization of office equipment	14,176	17,548
Bad debts	303	1,094
Directors' liability insurance	2,484	5,961
Equipment leases	6,202	6,324
Information technology	15,515	4,334
Interest and bank charges	23,739	18,549
Memberships	2,263	3,228
National and local meetings	5,891	9,855
Office and stationery	17,436	23,706
Postage	18,934	17,990
Printing	1,661	4,088
Professional fees	26,436	7,927
Salary and benefits	485,263	402,606
Telephone	14,869	13,224
Training and development	2,324	7,880
Volunteer program	20,233	15,973
	<u>\$ 640,223</u>	<u>\$ 653,242</u>
OCCUPANCY		
Amortization, net of amortization of deferred capital campaign contributions	\$ (16,083)	\$ (15,408)
Building repairs and maintenance	12,122	10,841
Building services	15,347	15,861
Heat	23,567	17,096
Insurance	7,884	6,515
Mortgage interest	4,369	4,863
Power	26,080	24,142
Safety	548	715
Snow removal	5,401	9,526
	<u>\$ 79,235</u>	<u>\$ 74,151</u>
RESOURCE DEVELOPMENT AND COMMUNICATIONS		
Promotion and merchandising	\$ 15,348	\$ 6,665
Donor recognition	1,391	1,818
Events	3,592	8,267
Publications	4,201	5,813
Salaries and benefits	219,388	247,267
Training and dues	685	839
	<u>\$ 244,605</u>	<u>\$ 270,669</u>

"Behind all that we do is a dedicated group of individuals who make up our staff team. I'm so proud of the work they do and the passion with which they do it." Dianne Swinemar, Executive Director



Clockwise from top left: Operations Team, Strategic Initiatives and Client Programs Team, HR / Administration / Support Team, Development and Communications Team





www.feednovascotia.ca

213 Bedford Highway, Halifax, Nova Scotia, B3M 2J9

t 902.457.1900 f 902.457.4500

proud member of

