METRO FOOD BANK SOCIETY - NOVA SCOTIA (Operating as Feed Nova Scotia) Financial Statements Year Ended March 31, 2018

(Operating as Feed Nova Scotia)

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Year Ended March 31, 2018

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INDEPENDENT AUDITOR'S REPORT

To the Members 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, (Operating as Feed Nova Scotia), which comprise the statement of financial position as at March 31, 2018 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free 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 judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to 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 control. 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.



Independent Auditor's Report to the Members of Metro Food Bank Society - Nova Scotia (continued)

Basis for Qualified Opinion

In common with many not-for-profit organizations, Metro Food Bank Society - Nova Scotia, (Operating as Feed Nova Scotia) derives revenue from fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Metro Food Bank Society - Nova Scotia, (Operating as Feed Nova Scotia). Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the year ended March 31, 2018, current assets and net assets as at March 31, 2017 and March 31, 2018.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Metro Food Bank Society - Nova Scotia, (Operating as Feed Nova Scotia) as at March 31, 2018 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Halifax, Nova Scotia June 7, 2018

CHARTERED PROFESSIONAL ACCOUNTANTS
Licensed Public Accountants

(Operating as Feed Nova Scotia) Statement of Financial Position March 31, 2018

		2018		2017
ASSETS				
GENERAL FUND				
Cash (Note 3)	\$	462,707	\$	440,42
Short term investments (Note 3)		831,157		638,45
Accounts receivable (Note 4)		75,076		41,98
Prepaid expenses	-	143		21,71
	1 2	1,369,083		1,142,57
CAPITAL FUND				
Capital assets (Note 5)	-	3,036,982		475,75
BEQUEST AND LEGACY FUNDS				
Short term investments (Note 3)	-	460,000		750,830
OPERATIONAL RESERVE FUND				
Cash (Note 3)	_	400,971		65,45
	\$	5,267,036	\$	2,434,61
LIABILITIES				
GENERAL FUND				
Accounts payable and accrued liabilities (Note 6)	\$	322,529	\$	296,93
Deferred revenue	_		_	68,67
	4	322,529		365,60
CAPITAL FUND				
Long term debt (Note 9)		2,032,250		-
Deferred revenue (Note 7)		49,375		51,43
Deferred contributions - capital campaign (Note 8)	-	415,197		23,480
	20-	2,496,822		74,912
	-	2,819,351		440,520
FUND BALANCES				
GENERAL FUND		1,046,555		776,969
CAPITAL FUND		540,159		400,845
BEQUEST AND LEGACY FUNDS		460,000		750,830
OPERATIONAL RESERVE FUND	-	400,971		65,452
	_	2,447,685		1,994,096
	\$	5,267,036	\$	2,434,616

ON BEHALF OF THE BOARD

Director

Director

(Operating as Feed Nova Scotia)

Statement of Revenues and Expenditures Year Ended March 31, 2018

		2018	2017
REVENUE (Schedule 1)	\$	4,824,063	\$ 4,445,619
EXPENDITURES			
FOOD PROCUREMENT AND LOGISTICS (Schedule 2)		1,896,278	1,579,938
COMMUNITY CONNECTIONS (Schedule 2)		473,673	492,718
FUNDRAISING AND DONOR RELATIONS (Schedule 2)		682,330	680,564
ADMINISTRATIVE (Schedule 2)		632,990	661,958
OCCUPANCY (Schedule 2)		244,240	97,647
REDIRECTED DONATIONS	_	150,133	120,252
		4,079,644	3,633,077
EXCESS OF REVENUES OVER EXPENDITURES	\$	744,419	\$ 812,542

(Operating as Feed Nova Scotia) Statement of Changes in Net Assets Year Ended March 31, 2018

	G	eneral Fund	C	apital Fund	equest and gacy Funds		perational serve Fund	2018	2017
NET ASSETS - BEGINNING OF									
YEAR	\$	776,969	\$	400,845	\$ 750,830	\$	65,452	\$ 1,994,096	\$ 1,181,554
Excess of revenues over expenditures		870,792		(126,892)			519	744,419	812,542
Transfers		(44,170)			(290,830)		335,000		8
Capital asset purchases, net of		3114 11 24							
disposals		(2,675,735)		2,675,735	12		450	-	-
Proceeds of long term debt		2.060,000		(2,060,000)	2		<u>-</u>	1.6	11.5
Repayment of long term debt		(74,141)		74,141			-	_	- 2
Deferred capital contributions received,		4							
net of expenses	_	132,840		(423,670)		_		(290,830)	
NET ASSETS - END OF YEAR	\$	1,046,555	\$	540,159	\$ 460,000	\$	400,971	\$ 2,447,685	\$ 1,994,096

(Operating as Feed Nova Scotia) Statement of Operating Cash Flows Year Ended March 31, 2018

		2018		2017
OPERATING ACTIVITIES Excess of revenues over expenditures	\$	870,792	\$	823,950
Changes in non-cash working capital: Accounts receivable Accounts payable and accrued liabilities Deferred revenue Prepaid expenses		(33,094) 25,589 (68,670) 21,570		2,913 31,366 6,735 13,578
	_	(54,605)		54,592
FUND TRANSFERS Transfer to Capital Fund Transfer to Operational Reserve Fund		(266,207) (335,000)		(12,857) (64,920)
		(601,207)		(77,777)
INCREASE IN CASH FLOW		214,980		800,765
Cash - beginning of year		1,078,884	4	278,119
CASH - END OF YEAR	\$	1,293,864	\$	1,078,884
CASH CONSISTS OF: Cash Short term investments	\$	462,707 831,157	\$	440,425 638,459
The state of the s	\$	1,293,864	\$	1,078,884

(Operating as Feed Nova Scotia)
Notes to Financial Statements
Year Ended March 31, 2018

DESCRIPTION OF THE ORGANIZATION

Metro Food Bank Society - Nova Scotia, operating as Feed Nova Scotia, (the "society") is a charitable organization whose mission is to feed those in need and to reduce that need. A key focus for the organization is to collect and distribute food to 146 member agencies across the province, including foods banks, shelters, drop-in centres and other meals initiatives for Nova Scotians experiencing low income and poverty; and helps facilitate informed dialogue around hunger and poverty. Food and fundraising activities take place throughout the year, with a heavy concentration during the Christmas season.

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

Cash and short term investments

Cash consists of petty cash, gift certificates, and deposits within Canadian financial institutions, net of outstanding transactions. Short-term investments consist of units of an investment trust fund and nine guaranteed investment certificates held in the General, Capital, Bequest and Legacy funds.

Capital assets

Capital assets are stated at cost less accumulated amortization. Capital assets are amortized over their estimated useful lives on a declining balance basis at the following rates:

Buildings	4%
Equipment	20%
Motor vehicles	30%
Computer equipment	30%
Computer software	100%
Uniforms	20%
Paving	8%

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.

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

(Operating as Feed Nova Scotia)

Notes to Financial Statements

Year Ended March 31, 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Impairment of long lived assets

The society tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its fair value.

Fund accounting

The Society follows the restricted fund method of accounting for contributions. This method recognizes the limitations and restrictions placed on the use of 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 and Legacy Funds

At the start of the year, the Bequest fund included four bequests in the amounts of \$10,000, \$250,000, \$230,600 and \$200,000. During the year the bequest of \$230,600, with a restricted capital balance, was authorized for capital asset purchases by the donor and as such is allocated to the Capital fund. The annual income from the Bequest Fund may be used for operations. The capital of the \$10,000 bequest can only be used upon the specific direction of the Board of Directors. The capital of the \$250,000 and \$200,000 bequests cannot be utilized by virtue of the terms of the bequests.

The Legacy fund consists of the Dianne Swinemar Legacy Fund in the amount of \$60,230. The Dianne Swinemar Legacy Fund can only be used upon specific direction of the Board of Directors for capital assets. During the year the Board of Directors authorized the Legacy Fund for capital asset purchases.

(d) Operational Reserve Fund

The Operational Reserve Fund was established by the Board to ensure the sustainability of the Society. Each year, at the board's discretion, amounts can be transferred to or from the fund. Interest earned in the fund is recorded as revenue in the fund.

(Operating as Feed Nova Scotia)

Notes to Financial Statements

Year Ended March 31, 2018

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued, except for transactions with related parties which are recorded at the exchange amount. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Government assistance

Government assistance for acquiring capital assets or expenses is recorded as deferred government assistance and is amortized on the same basis and according to the same rates as the related capital assets or to income as eligible expenditures are incurred.

Revenue recognition

Fundraising, unrestricted grants, donations, and other revenues are recognized when received by the Society. Non-receipted donated food revenue is disclosed in the notes for presentation purposes only (see Note 11).

Donated goods and services

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

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

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Significant estimates include allowance for doubtful accounts and the useful lives of capital assets. Actual results could differ from these estimates.

2. FINANCIAL INSTRUMENTS

The society is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. Financial instruments consist of cash, short term investments, accounts receivable, accounts payable and accrued liabilities and long term debt. The following analysis provides information about the society's risk exposure and concentration as of March 31, 2018.

(Operating as Feed Nova Scotia) Notes to Financial Statements Year Ended March 31, 2018

2. FINANCIAL INSTRUMENTS (continued)

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The society is exposed to this risk mainly in respect of its receipt of funds from its donors and other related sources, long-term debt, and accounts payable and accrued liabilities.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The society is mainly exposed to interest rate risk.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the society manages exposure through its normal operating and financing activities. The society is exposed to interest rate risk primarily through its long term debt.

3. CASH AND SHORT-TERM INVESTMENTS

	- L	2018	2017
General Fund Cash In kind gift certificates	\$	386,835 75,872	\$ 407,276 33,149
		462,707	440,425
Short term investments	14	831,157	638,459
	\$	1,293,864	\$ 1,078,884
Bequest and Legacy Funds		Che Siles	
Short term investments	\$	460,000	\$ 750,830
Operational Reserve Fund			
Cash	\$_	400,971	\$ 65,452
			(continues)

(Operating as Feed Nova Scotia) Notes to Financial Statements Year Ended March 31, 2018

3. CASH AND SHORT-TERM INVESTMENTS (continued)

4.

Short-term investments consist of units of an investment trust fund and nine guaranteed investment certificates held in the General, Capital, Bequest and Legacy funds. The investments, including accrued interest (which is allocated to the general fund), are valued as follows:

		T =	2018		2017
Guaranteed Investment Certi	ficates				
Rate	Maturity				
1.10%	June 23, 2018	\$	300,000	\$	4
0.67%	July 10, 2018	T. V.	29,191	31	-
1.48%	November 21, 2018		200,000		-
1.48%	November 28, 2018		30,000		-
1.07%	December 21, 2018		200,000		-
1.78%	January 18, 2019		250,000		-
1.30%	February 5, 2019		230,600		21
1.30%	February 6, 2019		32,357		2
0.85%	February 16, 2019		10,137		-
21-212	Accrued interest		5,912		
	Matured during the year				1,386,329
Laborator Ava. 20m			1,288,197		1,386,329
Investment Trust Fund 500 units			2,960		2,960
		\$	1,291,157	\$	1,389,289
			2018		2017
Short term investments are allo	cated as follows:				
General Fund Bequest and Legacy Funds		\$	831,157 460,000	\$	638,459 750,830
		\$	1,291,157	\$	1,389,289
ACCOUNTS RECEIVABLE					
		_	2018		2017
Accounts receivable HST recoverable		\$	985 74,091	\$	3,396 38,586
		\$	75,076	\$	41,982

(Operating as Feed Nova Scotia) Notes to Financial Statements Year Ended March 31, 2018

5. CAPITAL ASSETS

40.00 to 10.00 to 10.								
	Cost		Accumulated amortization		2018 Net book value		1	2017 Net book value
Land - Bedford Highway Land - Wright Avenue Building - Bedford Highway Building - Wright Avenue Equipment Motor vehicles Computer equipment Computer software Uniforms Paving	\$	120,640 421,400 554,235 1,774,935 744,945 	\$	292,663 35,499 299,724 70,298 143,883 30,410 23,182	\$	120,640 421,400 261,572 1,739,436 445,221 - 41,876 - - 6,837	\$	120,640 272,404
	\$	3,932,641	\$	895,659	\$	3,036,982	\$	475,755

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	_	2018	_	2017
Accounts payable and accrued liabilities Accrued vacation payable Government remittances	\$	194,280 137,337 912	\$	147,895 148,274 769
	\$	332,529	\$	296,938

7. 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. During the year \$2,143 of amortization was recorded.

(Operating as Feed Nova Scotia) Notes to Financial Statements Year Ended March 31, 2018

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:

		_	2018	2017
	Bedford Highway Capital campaign contributions Capital campaign expenditures Amortization	\$	653,922 (138,897) (515,025)	\$ 653,922 (138,897) (491,545) 23,480
	Wright Avenue Capital campaign contributions Capital campaign expenditures Amortization		465,830 (42,160) (8,473) 415,197	
	Total deferred contributions - capital campaign	\$	415,197	\$ 23,480
9.	LONG TERM DEBT	Ĺ	2018	2017
	Scotiabank non-revolving term loan loan bearing interest at the bank's prime rate plus 1.10% per annum, repayable in monthly principal payments of \$4,625. The loan matures on September 15, 2020 and is secured by the related land and building which has a carrying value of \$2,160,836.	\$	1,082,250	\$
	Scotiabank non-revolving term loan loan bearing interest at the bank's prime rate plus .80% per annum, repayable in full within 12 months of final drawdown. The loan matures on September 15, 2018 and is secured by the related land and building which has a carrying value of \$382,212.		950,000	
		\$	2,032,250	\$
	Principal repayment terms are approximately:			
	2019 2020 2021	\$	1,005,500 55,500 971,250	
		\$	2,032,250	

(Operating as Feed Nova Scotia) Notes to Financial Statements Year Ended March 31, 2018

10. SECURITY FOR INDEBTEDNESS

The society has the following credit facilities available with the Bank of Nova Scotia:

- Non-revolving term loan of \$1,110,000 bearing interest at the bank's prime lending rate plus 1.10%, repayable in monthly principal payments of \$4,625.
- Non-revolving term loan of \$950,000 bearing interest at the bank's prime lending rate plus 0.80%, repayable in full from the sale proceeds of the buildings at 213-217 Bedford Highway, Halifax.
- Operating overdraft of \$250,000 bearing interest at the bank's prime lending rate plus 0.25%, repayable on demand.
- Scotia Line Business VISA card of \$5,000, with interest and repayments per the cardholder agreement.

The society's credit facilities are secured by:

- (a) 1st ranking general security agreement with appropriate insurance and the bank as a loss payee
- (b) First charge collateral mortgage for \$1,110,000 over the property at 67 Wright Avenue, Dartmouth with all perils insurance loss payable in favor of the bank.
- (c) First charge collateral mortgage for \$950,000 over the properties at 213-217 Bedford Highway, Halifax with all perils insurance loss payable in favor of the bank.
- (d) Confirmation letter stating that the proceeds of sale of the property at 213-217 Bedford Highway will immediately go towards the liquidation of the credit facility #2.

The society is required to maintain the ratio of EBITDA to interest expense plus current portion of long term debt and capital leases of at least 1.15:1.

The society also holds a Scotia Momentum Business VISA card of \$30,000, with interest and repayments per the cardholder agreement. It is secured by a guaranteed investment certificate.

11. FOOD DISTRIBUTED TO MEMBERS

	2018	2017
Estimated fair value of food distributed during the year	\$ 11,443,249	\$ 10,221,619
Estimated fair value of year-end food inventory	997,779	551,744

Food distributed to members consists of purchased food and receipted and non-receipted food donations. Since the food is distributed to members, the inventory has no net realizable value. Therefore, in accordance with accounting standards for not-for-profit organizations, inventory has not been recorded as an asset in the statements of the Society. The total kilograms of food distributed during the year ended March 31, 2018 was 1,970,623 kgs. (2017 - 1,807,304 kgs.)

(Operating as Feed Nova Scotia)
Notes to Financial Statements
Year Ended March 31, 2018

12. IN KIND DONATIONS

(a) Donated goods

In kind donations in the form of goods are recorded in the financial statements when management can reasonably determine the fair value of the donations. The in kind donations recorded in these financial statements for the year ended March 31, 2018 are \$520,615 (2017 - \$450,581). Of this amount, \$351,986 represents receipted food donations (2017 - \$210,429).

(b) Donated services

Volunteer hours representing fundraising, special events, administrative and warehouse activity for the year ended March 31, 2018 were 31,572 (2017 - 31,576). The value of these services are not reflected in these financial statements.

13. LEASE COMMITMENTS

The society has a long term lease with respect to its equipment and motor vehicles. Future minimum lease payments as at March 31, 2018, are as follows:

2019	\$ 148,935
2020	54,867
2021	54,867
2022	49,003
2023	28,387
	\$ 336,059

14. SUBSEQUENT EVENTS

During the year the society accepted a conditional offer to sell the Bedford Highway property for \$1,380,000 with an expected closing in June 2018. A portion of the proceeds from the sale will be used to pay down long term debt.

15. COMPARATIVE FIGURES

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

(Operating as Feed Nova Scotia) Schedule of Revenues Year Ended March 31, 2018

(Schedule 1)

		2018		2017
DONATIONS	\$	2,624,075	\$	2,319,536
APPEALS AND EVENTS		1,246,325		1,257,081
IN-KIND DONATIONS (Note 12(a))		520,615		450,581
GRANTS		172,052		251,169
OTHER	<u></u>	260,996		167,252
	\$	4,824,063	\$	4,445,619

(Operating as Feed Nova Scotia) Schedule of Expenditures

Year Ended March 31, 2018

(Schedule 2)

		2018	2017
FOOD PROCUREMENT AND LOGISTICS			
Amortization of equipment	\$	47,779	\$ 2,483
External warehouse and leasing		32,017	47,589
Food purchases		246,626	214,498
Food donations - inkind receipted (Note 12(a))		351,986	210,429
Garbage collection		36,602	39,072
Salaries and wages		803,910	709,910
Supplies		24,811	25,469
Telephone		11,853	7,504
Training and development		1,171	1,000
Vehicle		339,298	333,410
Loss (gain) on disposal of equipment		225	(10,426)
	\$	1,896,278	\$ 1,579,938
COMMUNITY CONNECTIONS			
Amortization of Link to Feed	\$	-	\$ 26,036
Client support and materials		53,718	63,293
Membership meeting expenses		7,295	5,550
Membership program and material		36,219	27,020
Research and program development		447	5,160
Salaries and benefits		312,551	297,553
Staff training and development			346
Telephone		965	890
Information technology		25,800	25,800
Capacity fund		36,678	41,070
	\$	473,673	\$ 492,718
FUNDRAISING AND DONOR RELATIONS			
Donor recognition	\$	7,602	\$ 829
Events		7,024	3,947
Postage		29,487	33,076
Printing		45,239	67,366
Promotion and merchandising		9,748	6,710
Publications		549	1,871
Salaries and benefits		403,080	379,179
Signature and special events		178,528	187,408
Training and dues	_	1,073	178
	\$	682,330	\$ 680,564

(Operating as Feed Nova Scotia)

Schedule of Expenditures (continued)

Year Ended March 31, 2018

(Schedule 2)

		2018	2017
ADMINISTRATIVE			
Amortization of office equipment	\$	19,580	\$ 15,168
Bad debts (recovery)		(75)	2,445
Director's liability insurance		3,317	3,299
Equipment leases		5,101	7,806
Information technology		33,635	31,319
Interest and bank charges		39,004	27,099
Memberships		4,709	5,234
National and local meetings		16,564	6,151
Office and stationary		16,317	13,339
Postage		10,409	16,316
Professional fees		6,955	23,222
Recruitment		5,461	10,620
Salaries and benefits		454,357	466,547
Telephone		15,540	21,618
Training and development		405	3,110
Volunteer program	1	1,711	 8,665
	\$	632,990	\$ 661,958
OCCUPANCY			
Amortization, net of amortization of deferred capital campaign			
contributions	\$	14,974	\$ (19,178
Building repairs and maintenance		8,139	14,575
Building services		21,916	19,727
Heat		47,426	28,352
Insurance		13,112	8,499
Interest on long term debt		46,391	
Utilities		39,485	33,573
Safety		2,487	251
Snow removal		21,462	11,848
Property tax		28,848	101225
	\$	244,240	\$ 97,647