



Financial Statements

The Scott Mission

September 30, 2018

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Independent Auditor's Report

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To the Board of Directors of
[The Scott Mission](#)

We have audited the accompanying financial statements of The Scott Mission, which comprise the statement of financial position as at September 30, 2018, the statements of revenue and expenses, changes in fund balances 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 audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Scott Mission as at September 30, 2018, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other matter

Our audit was conducted for the purposes of forming an opinion on the financial statements taken as a whole. The supplementary information on pages 15 and 16 is presented for purposes of additional information and is not a required part of the financial statements. Such information has been subjected to the auditing procedures applied, only to the extent necessary to express an opinion, in the audit of the financial statements taken as a whole.

Grant Thornton LLP

Toronto, Canada
December 11, 2018

Chartered Professional Accountants
Licensed Public Accountants

The Scott Mission
Statement of Financial Position
September 30

	Operating Fund	Reserve Fund	Total 2018	Total 2017
Assets				
Current				
Cash	\$ 483,211	\$ -	\$ 483,211	\$ 159,295
Accounts receivable	362,101	-	362,101	419,930
Prepaid expenses	73,771	-	73,771	13,876
Interfund receivable (payable) (Note 3)	<u>3,229,970</u>	<u>(3,229,970)</u>	<u>-</u>	<u>-</u>
	<u>4,148,053</u>	<u>(3,229,970)</u>	<u>918,083</u>	<u>593,101</u>
Investments, at market value (Note 4)	-	26,069,550	26,069,550	23,513,821
Property and equipment (Note 5)	<u>7,755,279</u>	<u>-</u>	<u>7,755,279</u>	<u>7,740,309</u>
	<u>7,755,279</u>	<u>26,069,550</u>	<u>33,824,829</u>	<u>31,254,130</u>
	<u>\$11,904,332</u>	<u>\$ 22,839,580</u>	<u>\$ 34,743,912</u>	<u>\$ 31,847,231</u>
Liabilities				
Current				
Accounts payable and accrued liabilities	\$ 1,148,719	\$ -	\$ 1,148,719	\$ 597,309
Post-retirement benefit plan liability (Note 6)	<u>-</u>	<u>1,519,479</u>	<u>1,519,479</u>	<u>1,513,932</u>
	<u>1,148,719</u>	<u>1,519,479</u>	<u>2,668,198</u>	<u>2,111,241</u>
Fund balances				
Property and equipment				
Invested in property and equipment	7,755,279	-	7,755,279	7,740,309
Working capital – unrestricted	2,925,949	-	2,925,949	1,839,751
Externally restricted	74,385	-	74,385	125,822
Post-retirement benefit plan deficit (Note 6)	-	(1,519,479)	(1,519,479)	(1,513,932)
Internally restricted reserve funds (Note 2)	<u>-</u>	<u>22,839,580</u>	<u>22,839,580</u>	<u>21,544,040</u>
	<u>10,755,613</u>	<u>21,320,101</u>	<u>32,075,714</u>	<u>29,735,990</u>
	<u>\$11,904,332</u>	<u>\$ 22,839,580</u>	<u>\$ 34,743,912</u>	<u>\$ 31,847,231</u>

Commitments (Note 8)

On behalf of the Board

 Director

 Director

The Scott Mission

Statement of Revenue and Expenses

Year ended September 30

	Operating Fund	Reserve Fund	Total 2018	Total 2017
Revenue				
General contributions	\$ 7,938,043	\$ -	\$ 7,938,043	\$ 6,991,806
Donations in kind	4,759,056	-	4,759,056	4,305,567
Bequests	3,436,730	-	3,436,730	2,221,923
Grants	1,471,254	-	1,471,254	1,487,233
Fees from ministry to children and youth	729,244	-	729,244	757,596
Restricted donations	212,557	-	212,557	92,567
Interest and miscellaneous income	77,904	-	77,904	78,612
	<u>18,624,788</u>	<u>-</u>	<u>18,624,788</u>	<u>15,935,304</u>
Expenses				
Ministry to homeless and elderly	6,464,011	-	6,464,011	5,095,409
Ministry to families	4,728,185	-	4,728,185	4,485,967
Ministry to children and youth	3,274,750	-	3,274,750	3,408,085
Fundraising	1,621,438	-	1,621,438	1,277,867
Administration and support ministry	1,059,292	-	1,059,292	881,057
Public awareness	864,888	-	864,888	762,465
	<u>18,012,564</u>	<u>-</u>	<u>18,012,564</u>	<u>15,910,850</u>
Excess of revenue over expenses before net investment income	612,224	-	612,224	24,454
Net appreciation on investments (Note 4)	-	1,805,729	1,805,729	1,366,958
Investment expenses	<u>-</u>	<u>(81,039)</u>	<u>(81,039)</u>	<u>(76,412)</u>
Net investment income	<u>-</u>	<u>1,724,690</u>	<u>1,724,690</u>	<u>1,290,546</u>
Excess of revenue over expenses	<u>\$ 612,224</u>	<u>\$ 1,724,690</u>	<u>\$ 2,336,914</u>	<u>\$ 1,315,000</u>

See accompanying notes and schedules to the financial statements.

The Scott Mission Statement of Changes in Fund Balances

Year ended September 30

	Invested in Property and Equipment	Working Capital – Unrestricted	Externally Restricted	Reserve Fund – Internally Restricted	Total 2018	Total 2017
Fund balances, beginning of year	\$ 7,740,309	\$ 1,839,751	\$ 125,822	\$ 20,030,108	\$ 29,735,990	\$ 27,676,766
Excess of revenue over expenses	-	495,108	117,116	1,724,690	2,336,914	1,315,000
Pension benefit expenses (Note 6)	-	437,507	-	(437,507)	-	-
Pension remeasurements and other items (Note 6)	-	-	-	2,810	2,810	744,224
Amortization of property and equipment	(427,239)	427,239	-	-	-	-
Purchase of property and equipment	442,209	(273,656)	(168,553)	-	-	-
Fund balances, end of year	<u>\$ 7,755,279</u>	<u>\$ 2,925,949</u>	<u>\$ 74,385</u>	<u>\$ 21,320,101</u>	<u>\$ 32,075,714</u>	<u>\$ 29,735,990</u>

See accompanying notes and schedules to the financial statements.

The Scott Mission

Statement of Cash Flows

Year ended September 30

2018

2017

Increase (decrease) in cash

Operating

Excess of revenue over expenses	\$ 2,336,914	\$ 1,315,000
Items not affecting cash		
Amortization of property and equipment	427,239	459,692
Pension benefit expenses	437,507	471,739
Unrealized capital losses (Note 4)	<u>292,404</u>	<u>1,007,031</u>

	<u>3,494,064</u>	<u>3,253,462</u>
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Change in non-cash working capital items

Accounts receivable	57,829	518,434
Prepaid expenses	(59,895)	30,033
Accounts payable and accrued liabilities	<u>551,410</u>	<u>(454,180)</u>

	<u>549,344</u>	<u>94,287</u>
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Employer contributions to fund pension plan (Note 6)

	<u>(429,150)</u>	<u>(505,382)</u>
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	<u>3,614,258</u>	<u>2,842,367</u>
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Investing

Investment income reinvested (Note 4)	(2,098,133)	(2,373,989)
Purchase of investments (Note 4)	(750,000)	-
Purchase of property and equipment	<u>(442,209)</u>	<u>(537,413)</u>

	<u>(3,290,342)</u>	<u>(2,911,402)</u>
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Increase (decrease) in cash

	323,916	(69,035)
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Cash

Beginning of year	<u>159,295</u>	<u>228,330</u>
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End of year	<u>\$ 483,211</u>	<u>\$ 159,295</u>
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The Scott Mission

Notes to the Financial Statements

September 30, 2018

1. Purpose of the organization

The Scott Mission (the "Mission") is incorporated under The Companies Act of the Province of Ontario as a corporation without share capital and is a registered charity under the Income Tax Act. Accordingly, the Mission is exempt from income taxes.

The Mission serves Christ as Lord and Master in faith, putting the spirit of Christ into concrete, positive action through well-rounded spiritual and social services to men, women, and children.

The allocation of resources has been presented as follows:

Ministry to homeless and elderly

The expenses of this ministry include daily hot meals, counselling, accommodation, and many other ministries to those on the street or alone.

Ministry to families

These expenses include the free clothing store, the food bank, and counselling.

Ministry to children and youth

The expenses of ministry to children and youth incorporates the daycare facility, summer camp at the Caledon location, midweek youth and children's clubs, and counselling.

Administration and support ministry

The expenses allocated to this ministry include management support, clerical and accounting support, and various professional services.

Fundraising

The majority of fundraising expenses are to implement strategies to raise funds and acquire new donors.

Public awareness

These expenses represent the significant work of co-ordinating the ministry and of individual and corporate volunteers, and the public relations and education functions of the Mission.

2. Summary of significant accounting policies

The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO"). The significant accounting policies selected by the Mission and applied in these financial statements are summarized below.

The Scott Mission

Notes to the Financial Statements

September 30, 2018

2. Summary of significant accounting policies (continued)

Use of estimates

The preparation of financial statements in conformity with ASNPO 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 revenue and expenses during the year. Areas requiring the use of significant estimates include the estimated value of donations in kind recognized in revenue, the collectability of accounts receivable, the useful life of property and equipment, and measurement of the accrued benefit obligation and the annual pension expense related to the Mission's post-retirement benefit plan. Actual results could differ from these estimates.

Fund accounting

The Mission uses fund accounting to present its financial statements whereby resources for particular purposes are classified for accounting and reporting purposes into one of the following funds.

Operating Fund

The Operating Fund includes the assets (including property and equipment), liabilities, revenue and expenses applicable to the general operations of all programs. The working capital – unrestricted fund balance finances these activities. The Mission maintains an unrestricted working capital fund balance to support its daily operations. The fund balance is maintained at a level sufficient to provide for the fluctuations in cash flow that occur throughout the annual cycle of donations and operations expenditures.

Reserve Fund

The Reserve Fund was established and is internally restricted to segregate funds needed for future capital and operating expenses and the post-retirement benefit plan.

The Board of Directors (the "Board") manages the fund on an ongoing basis with the primary objective of providing reasonable rates of return consistent with market opportunities for balanced risk appetite and high standards of investment quality while preserving capital.

With Board approval, amounts are periodically transferred from the Reserve Fund to the Operating Fund as needed to support the operations of the Mission within the approved operating budget, to provide funds for capital requirements, to cover unexpected contingencies and to invest in strategic initiatives in line with the Mission's goals. It is the opinion of the Board that the fund is managed in a prudent and responsible manner.

With God's provision and direction to enhance the Mission's transformational impact in the lives of those the Mission serves, the Board is considering various operational and capital initiatives. These long term transformative initiatives will be funded from current and future efforts as well as funds that have prudently been set aside for such a time and purpose.

Externally Restricted Fund

The Externally Restricted Fund consists of a charitable remainder trust and other funds externally designated by donors for specific purposes.

The Scott Mission

Notes to the Financial Statements

September 30, 2018

2. Summary of significant accounting policies (continued)

Interfund transfers

Transfers between the various funds are made when resources of one fund have been authorized to finance activities and acquisitions in another fund.

Revenue recognition

The Mission follows the restricted fund method of accounting for restricted contributions.

General contributions and bequests are recognized as revenue of the Operating Fund when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Donations in kind reflect food, clothing and other usable donated goods and are recognized as revenue based on the number and estimated value of hot meals served in the fiscal year, food distributed through its food bank, clothing supplied to those in need, or at fair market value when donated.

Grant revenue is recognized when received or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Fees from ministry to children and youth are recognized in the period in which ministry programming is delivered.

Contributed goods and services

The Mission receives donated contributions of food, used clothing and other useable goods. Donated food and clothing are valued at estimated fair value at the time of their consumption.

Volunteers contribute many hours per year to assist the Mission in carrying out its service activities. Because of the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

Property and equipment

Purchased property and equipment are recorded in the Operating Fund at cost less accumulated amortization. The Mission amortizes the cost of property and equipment on a straight-line basis over their estimated useful lives as follows:

Buildings and improvements	20 or 30 years
Vehicles	3 to 7 years
Furniture and equipment	5 to 10 years
Computers	3 to 5 years

Allocation of expenses

The Mission allocates general administrative expenses to ministry programs based on management's best estimate of actual time spent by employees towards the specific ministries (Note 7).

The Scott Mission

Notes to the Financial Statements

September 30, 2018

2. Summary of significant accounting policies (continued)

Post-retirement benefit plan

The Mission records pension plan costs each year based on the most recent actuarial valuation report prepared for accounting purposes including pension entitlements earned each year by the eligible employees.

Financial instruments

The Mission considers any contract creating a financial asset, liability, or equity instrument as a financial instrument, except in limited circumstances. The Mission's financial instruments comprise cash, accounts receivable, investments, and accounts payable.

Financial assets and liabilities obtained in arm's length transactions are initially recorded at their fair value. The Mission subsequently measures all of its financial assets and liabilities at amortized cost, except for investments which are measured at market value. Unrealized gains and losses on investments are recognized in the excess of revenue over expenses.

3. Interfund receivable (payable)

The Operating Fund has an interfund receivable from the Reserve Fund of \$3,229,970 (2017 – \$1,969,781) which is due on demand and bears no interest.

4. Investments, at market value

Investments in pooled funds are held as follows:

	<u>2018</u>	<u>2017</u>
Zeidman Family Memorial Fund	\$ 465,943	\$ 432,680
Reserve Fund	<u>25,603,607</u>	<u>23,081,141</u>
	<u>\$ 26,069,550</u>	<u>\$ 23,513,821</u>

The investments in pooled funds are managed under the authority of the Board to achieve the long-term objectives of the Mission and the funding requirements of the post-retirement benefit plan (Note 6). The value of the investments is subject to market fluctuations which can be significant.

Investments in pooled funds are held as follows:

	<u>2018</u>	<u>2017</u>
Fixed income	\$ 9,322,471	\$ 8,248,648
Foreign equities	8,425,679	7,500,909
Canadian equities	7,262,977	6,807,251
Cash	<u>1,058,423</u>	<u>957,013</u>
	<u>\$ 26,069,550</u>	<u>\$ 23,513,821</u>

The Scott Mission

Notes to the Financial Statements

September 30, 2018

4. Investments, at market value (continued)

The following is additional information regarding the activity of the investments in pooled funds:

	<u>2018</u>	<u>2017</u>
Opening investments balance, at market value	<u>\$ 23,513,821</u>	<u>\$ 22,146,863</u>
Add:		
Investment income reinvested	589,352	567,660
Unrealized capital losses	(292,404)	(1,007,031)
Net realized capital gains	<u>1,508,781</u>	<u>1,806,329</u>
Net appreciation on investments	<u>1,805,729</u>	<u>1,366,958</u>
Investments balance, at market value	<u>25,319,550</u>	23,513,821
Add: New investments	750,000	-
Less: Net withdrawals	<u>-</u>	<u>-</u>
Ending investments balance, at market value	<u>\$ 26,069,550</u>	<u>\$ 23,513,821</u>

5. Property and equipment

	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>2018 Net Book Value</u>	<u>2017 Net Book Value</u>
Property and equipment acquired before October 1, 1992	\$ 1	\$ -	\$ 1	\$ 1
Land	3,408,730	-	3,408,730	3,408,730
Buildings and improvements	5,513,561	2,067,561	3,446,000	3,540,634
Vehicles	1,004,353	755,436	248,917	282,094
Furniture and equipment	1,884,360	1,597,910	286,450	194,739
Computers	950,959	914,565	36,394	25,987
New property development	<u>328,787</u>	<u>-</u>	<u>328,787</u>	<u>288,124</u>
	<u>\$ 13,090,751</u>	<u>\$ 5,335,472</u>	<u>\$ 7,755,279</u>	<u>\$ 7,740,309</u>

Property and equipment acquired before October 1, 1992 are recorded at a nominal value as their cost is not reasonably determinable. During fiscal 2018, the Mission acquired \$40,663 (2017 – \$59,222) of property and equipment additions to an adjacent property, and costs incurred for its future development. Amortization of the new property development costs will commence when the project is substantially complete.

The Scott Mission

Notes to the Financial Statements

September 30, 2018

6. Post-retirement benefit plan

The Mission maintains a defined benefit pension plan to provide retirement income to its eligible employees. The plan pays fixed monthly pension amounts to eligible retirees.

The pension plan holds a pool of investments to fund the future pension obligation. The annual funding contributions made by the Mission are shown below, with the total value of the investments shown as the fair value of plan assets.

The present value of the pension obligation is computed by an actuary using standard methodology employing a number of assumptions about future events including employee retirements and turnover, compensation and financial market conditions. The result of this computation is called the accrued benefit obligation, and is shown below along with the significant assumptions used.

The accrued benefit obligation currently exceeds the fair value of plan assets, resulting in a plan deficit. The funding contributions made by the Mission are at the rates recommended by the actuary which are in accordance with government regulations. The funding contributions are also approved by the Board.

The Mission measures the fair value of plan assets and its accrued benefit obligation for accounting purposes as at September 30 of each year. The most recently completed actuarial valuation was as at January 1, 2018.

	<u>2018</u>	<u>2017</u>
Fair value of plan assets	\$ 8,186,480	\$ 7,376,436
Accrued benefit obligation	<u>(9,705,959)</u>	<u>(8,890,368)</u>
Benefit plan funded status (deficit)	<u>\$ (1,519,479)</u>	<u>\$ (1,513,932)</u>

Continuity of the post-retirement benefit plan liability is as follows:

Balance, beginning of year	\$ (1,513,932)	\$ (2,291,799)
Pension benefit expenses	(437,507)	(471,739)
Employer contributions	429,150	505,382
Remeasurement and other items	<u>2,810</u>	<u>744,224</u>
Balance, end of year	<u>\$ (1,519,479)</u>	<u>\$ (1,513,932)</u>

The significant actuarial assumptions adopted in measuring the accrued retiree benefit obligation are as follows:

	<u>2018</u>	<u>2017</u>
Discount rate	3.90%	3.85%
Expected long-term rate of return on plan assets	3.90%	3.85%
Rate of compensation increase	2.00%	2.00%

Portfolio investments held exclusively to fund the accrued retiree benefit plan are invested under the direction of professional managers over the long-term to meet both current and long-term benefit obligations. The managers incorporate an asset mix strategy which considers a number of factors intended to achieve the overall expected rate of return on plan assets of 3.90% (2017 – 3.85%).

The Scott Mission

Notes to the Financial Statements

September 30, 2018

6. Post-retirement benefit plan (continued)

The expense recognized for 2018 of \$437,507 (2017 – \$471,739) represents actuarially determined current service costs and interest, and is allocated in accordance with the information disclosed in Notes 2 and 7.

During the year, benefits paid were \$187,502 (2017 – \$216,383).

Commencing on November 19, 2009, new employees were no longer eligible to join the defined benefit pension plan; instead, they are eligible to join a new defined contribution pension plan established by the Mission upon the first day of the pay period following the completion of two years of service. The Mission contributed \$79,373 (2017 – \$53,202) to the defined contribution pension plan during the year.

7. Allocation of administration expenses

During fiscal 2018, \$1,658,504 (2017 – \$1,501,740) in general administration expenses were allocated to various ministry programs based on management's estimate of actual resources utilized by each area as follows:

	<u>2018</u>	<u>2017</u>
Ministry to homeless and elderly	31%	31%
Ministry to families	27%	27%
Ministry to children and youth	35%	35%
Public awareness	7%	7%

8. Commitments

In November 2017, the Mission entered into an agreement with a construction company for design services, construction, and other related services for the redevelopment of its 502/508 Spadina Avenue property. The project agreement has four phases. The commitment made to date for Phase I of the project is \$380,000. The total anticipated cost of the project is \$20 million, and is estimated to be completed by April 2024.

9. Financial instruments

The Mission's main financial instrument exposure, which remains unchanged from the prior year, is detailed below. It is management's assessment that the Mission is not exposed to significant liquidity risk.

Credit risk

Credit risk arises from the potential that accounts receivable are not paid. The Mission is exposed to credit risk relating to its amounts receivable as failure of any of these parties to fulfill their obligation could result in significant financial losses.

The Scott Mission

Notes to the Financial Statements

September 30, 2018

9. Financial instruments (continued)

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.

Currency risk

Currency risk is the risk arising from the change in price of one currency against another. The Mission is exposed to currency risk through investments in pooled funds which are in foreign currencies.

Interest rate risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Mission is exposed to interest rate risk on fixed income investments in pooled funds as the value of these investments will change with market fluctuations.

Other price risk

Other price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or other factors affecting all similar financial instruments traded in the market. The Mission is exposed to other price risk through its equity investments in pooled funds.

10. Comparative amounts

Certain comparative amounts have been reclassified from those previously presented to conform to the presentation of the 2018 financial statements.

The Scott Mission

Schedule 1 – Statement of Revenue and Expenses for the Overnight Program

Year ended September 30

The following activity relates to the City of Toronto Overnight Hostel program and is included with revenue and expenses reported by the Mission for the year.

	<u>2018</u>	<u>2017</u>
Revenue		
Overnight grant	<u>\$ 1,313,328</u>	<u>\$ 1,355,642</u>
Expenses		
Salaries and benefits		
Salaries	<u>801,785</u>	707,450
Benefits	<u>139,033</u>	<u>128,295</u>
	<u>940,818</u>	<u>835,745</u>
Administration and operational		
Food services	<u>121,753</u>	108,322
Material and services	<u>35,130</u>	33,385
Resident personal needs and replacement	<u>28,153</u>	28,943
Other	<u>27,115</u>	24,889
Transportation and communications	<u>6,007</u>	<u>4,844</u>
	<u>218,158</u>	<u>200,383</u>
Property management / building		
Utilities	<u>34,665</u>	38,205
Building maintenance and services	<u>18,518</u>	17,322
Property management / building costs	<u>9,478</u>	<u>4,620</u>
	<u>62,661</u>	<u>60,147</u>
Total expenses	<u>1,221,637</u>	<u>1,096,275</u>
Excess of revenue over expenses before amortization of property and equipment	<u>91,691</u>	259,367
Amortization of property and equipment	<u>(55,604)</u>	<u>(60,796)</u>
Excess of revenue over expenses	<u>\$ 36,087</u>	<u>\$ 198,571</u>

The Scott Mission
Schedule 2 – Statement of Revenue and Expenses for the
Nursery Program

Year ended September 30

The following activity relates to the City of Toronto Nursery program and is included with revenue and expenses reported by the Mission for the year.

	<u>2018</u>	<u>2017</u>
Revenue		
Parent portion of fee subsidy	\$ 491,781	\$ 505,036
Parent fees	197,267	186,200
Operating and capital grant	118,476	90,448
Provincial wage enhancement	39,451	27,416
Wage subsidy	<u>-</u>	<u>13,728</u>
	<u>846,975</u>	<u>822,828</u>
Expenses		
Salaries	609,244	543,853
Benefits	117,956	121,154
Administration	<u>19,868</u>	<u>25,500</u>
	<u>747,068</u>	<u>690,507</u>
Rent	45,000	45,000
Food	44,716	40,965
Utilities and maintenance	31,406	35,423
Office	23,100	25,814
Programs	9,433	16,059
Professional fees	7,346	6,665
Cleaning and housekeeping	3,291	5,875
Training and development	6,844	5,655
Insurance	4,851	4,502
Business travel	2,100	2,861
Legal fees	<u>1,293</u>	<u>2,404</u>
	<u>179,380</u>	<u>191,223</u>
Total expenses	<u>926,448</u>	<u>881,730</u>
Deficiency of revenue over expenses	<u>\$ (79,473)</u>	<u>\$ (58,902)</u>
