

## **2016 Annual Report**

Meals on Wheels/La Popote roulante

Fondateur/Founder: The King's Daughters and Sons 1968

### Delivering...

Health ■ Nutrition ■ Dignity ■ Comfort ■ Independence

Caring Contact ■ Community Connection









670 Albert Street, Ottawa, ON, K1R 6L2

613-233-2424

www.mealsonwheels-ottawa.org

B.N: 11898 1778 RR0001

# 2015-2016 Highlights from Board President, *Yolande Cremer* Executive Director, *Baudouin St-Cyr*



Board President,

Yolande Cremer



Executive Director,

Baudouin St-Cyr

In 2015–16, we served 1,638 clients. All told, 122,265 meals were delivered by our wonderful team of 552 volunteers. The breakdown is as follows: 67,941 hot meals, 42,938 frozen meals, 7,624 meals through the Going Home Program, 3,650 meals through the Aging in Place program, and 112 Christmas meals. As a designated bilingual organization, our service operated primarily in French and English but depending on the abilities of individual staff and volunteers, service in other languages was also provided.

We continued our collaborative work with the Going Home Program. During the year, 681 clients (42% of our caseload) received this service from our organization. These are some of Ottawa's frailest, most unwell, most isolated individuals returning home from hospital. Our mandate with this program is to set up volunteer delivery of hot meals to start immediately in order to help our clients remain safely at home. This service provides not only nutrition, but also links clients to an interested daily visitor every day. The volunteers are thus able to monitor the situation and report any emerging difficulties to staff who then relay the information to providers and family members in the circle of care.

During the year, we were grateful for the numerous referrals to our program. The largest number (74%) came from prospective clients and their families and friends, but we noted an increase of referrals from other Community Support Service providers (12%) and the Community Care Access Centre (10%).

We put lots of effort into fundraising. Because of the great time commitment involved, our focus for the upcoming years will shift from events and projects to seeking financial support from individuals and corporations in our community. We thank all our dedicated fundraising partners for their support this year and in years past.

Our staff turnover during the year was significant. Client Coordinator Renée Michienzi left on maternity leave in June, Manager of Volunteer Services Terry Moxness retired in September, and interim Client Coordinator Melissa Kahle moved to Halifax in October. New staff Gabrielle Béland Mainguy, Jena Davarajah, and Katlyn Lecompte-Richardson came aboard and quickly became major contributors to our service coordination and delivery team. Thank you to both former and new staff for all your hard work.

Our volunteers were invaluable contributors to our governance and service. In April, we were pleased to recognize them for their hard work at our annual volunteer reception. The event was very well attended and gave us an opportunity to say a heartfelt thank you to one and all. A new special feature of the event was the significant number of testimonials from clients read out-loud and compiled in a souvenir booklet. This certainly provided authentic feedback of their impact.

Thank you also to everyone else who supported this program through funding, financial support, or meal provision. Meals on Wheels is a wonderful community service and it takes the entire proverbial village to make it work. Thanks to everyone who contributes to our success.

Yolande Cremer, President Baudouin St-Cyr, Executive Director

## **Mission Statement**

Meals on Wheels/La Popote roulante (The King's Daughters Dinner Wagon) is a not-for-profit agency that promotes the dignity, health and independence of people who are elderly, have disabilities or are convalescing in our catchment area by:

#### Delivery of Affordable and Nutritious Meals to Persons in Need

- Setting standards of quality of meals that kitchens must meet
- Monitoring the quality and rectifying problems with the kitchens as necessary and
- Minimizing costs of meals to clients

#### Point of Contact with the Health System

- Checking welfare of clients when delivering meals and
- Alerting contacts/emergency services if required

#### Collaborating Leadership

- Working with other organizations in Eastern Ontario to develop a coordinated system for serving people in need and
- Developing a system of best practices which can be shared with other organizations

## **Board of Directors 2015-2016**

Yolande Cremer —	—— President
Bill Logan —	Vice President
David Brearley —	—— Treasurer
David Gray —	—— Secretary
Donna Crabtree —	—— Past President

Jacques Bédard, Walter Davidson, Sue Flockton, John Hladkowicz, George Hermanson, Phoebe McLelland, Doreen Murthy\*, Ann Perron, Brian Waters



From left to right: Cathy Shaw, Baudouin St-Cyr, Katlyn Lecompte-Richardson, Jena Davarajah, Derna Lisi, Gabrielle Béland Mainguy, Jill Dodd

## Staff 2015-2016

Jill Dodd  Jena Davarajah  Renée Michienzi  Gabrielle Béland Mainguy  Melissa Kahle	Executive Director Manager of Volunteer Services* Coordinator of Volunteers & Manager of Volunteer Services Coordinator of Volunteers Client Coordinator* Projects Coordinator & Client Coordinator Projects Coordinator & Client Coordinator Projects Coordinator Bookkeeper
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<sup>\*</sup>Left during the year

<sup>\*</sup>Left during the year

## **Acknowledgments**

The Board of Directors would like to express appreciation to all the volunteers and other individuals in the community who supported Meals on Wheels/La Popote roulante. In addition to returning their gas allowances as donations, volunteers regularly donated to Meals on Wheels and participated in, or supported fundraising events. Clients, their families, and others in the community also made significant donations, including memorial donations. These were essential for the operation of the Meals on Wheels service.

In 2015–2016, we would like to extend a special thank you to the following supporters:

#### **Government Support:**

City of Ottawa





Ministry of Health and Long-Term Care via the Champlain Local Health Integration Network (CLHIN)

#### Service Club Donors:

Kiwanis Club of Riverside of Ottawa Rotary Club of West Ottawa

#### Corporate Delivery Teams:

Enbridge Gas Distribution CIBC LiveWorkPlay The City Union of The King's Daughters and Sons

MBNA-Canada, a division of the TD group

SC eWork Play

#### Community Participation and Membership:

Council on Aging of Ottawa Ontario Community Support Association (OCSA) Ottawa Association of Volunteer Resources (OAVR) Ottawa Community Support Coalition (OCSC) Ottawa Meals on Wheels Network Professional Administrators of Volunteers Resources

(PAVR-O)

The Elvis Sighting Society

Social Planning Council of Ottawa

Volunteer Ottawa

Réseau des services de santé en français

de l'est de l'Ontario

#### Meal Suppliers:

Algonquin College School of Tourism and Hospitality
Apetito
Centre d'accueil Champlain
Gary J. Armstrong Seniors Centre
Riverpark Place
The Glebe Centre

TimeSaver Foods
The Good Companions
Children's Hospital of Eastern Ontario
Ottawa Hospital – Riverside Campus
St. Patrick's Home

We are grateful to the following individuals and companies for their gifts-in-kind and other support:

Allegra Carling ATG Industries

Bayer CropScience

Bradley-St-Cyr and Associates

Bridgehead Coffee Canadian Police College

Carleton Heights Community Centre

Common Thread Quilt Guild

Donna's Express

Hintonburg Sewcial Club Home Instead Senior Care IODE (Laurentian Chapter)

Janet Stuart Chapter of the Sacred Heart Alumnae

Kindred Quilters Missy Hillman Nepean Brownies (Unit 42)

Ottawa-area Girl Guide Units (131st, 154th, and 173rd)

Ottawa Little Theatre

Ottawa Sports and Entertainment Group

Ottawa Valley Quilters' Guild

Richmond Area Guild

Royal Canadian Legion

Scribe Atout

Sweet Memories Baskets & Favors

The Elvis Sighting Society

The Good Companions Senior's Centre

The Village

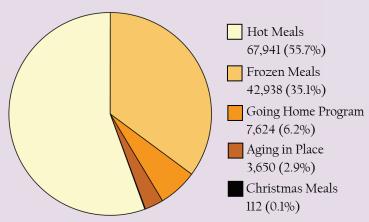
United Way of Ottawa

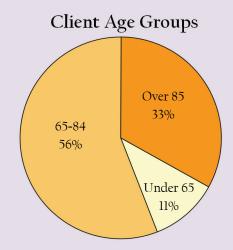
Vittoria Trattoria

## **Statistics**

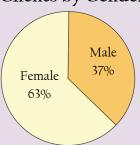
122,265 Meals Served to 1,638 Clients by 552 Volunteers

#### Meal Breakdown





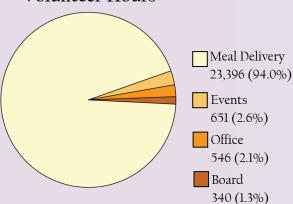
#### Clients by Gender



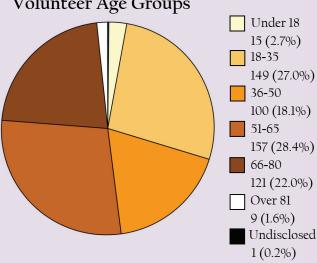




#### Volunteer Hours



#### Volunteer Age Groups



## Meals on Wheels Statement of Operations Years ended March 31, 2016 and 2015

Page		<u>2016</u>	<u>2015</u>
HIN Funding			
Province of Ontario         336,319         336,730           One-time funding         6,900         6,600           Service recipient revenue         -         2,992           City of Ottawa         43,929         42,900           City of Ottawa         43,929         42,900           Donations         -         10,000         10,000           Organizations         6,137         7,260           Individuals         31,259         31,229           Other funding sources and revenue         -         -           Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other funding sources and revenue         2,082         -           Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other income         2,082         -           Interest         983         1,023           Amortization of capital asset funding         3,933         6,404           Expenses         5,782         54,234           Expenses         55,7782         54,234           Med costs         557,782         54,234           Service costs <td>· · · · · · · · · · · · · · · · · · ·</td> <td>\$ 608,893</td> <td>\$ 573,947</td>	· · · · · · · · · · · · · · · · · · ·	\$ 608,893	\$ 573,947
One-time funding         6,900         6,600           Service recipient revenue         343,419         343,333           Government of Canada         -         2,992           City of Ottawa         43,929         42,960           Donations         10,000         10,000           The King's Daughters and Sons         10,000         10,000           Organizations         6,137         7,260           Individuals         31,259         31,229           All Type Controlling sources and revenue         84,489           Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other income         2,082         -           Interest         983         1,033           Amortization of capital asset funding         33,933         6,404           Macl costs         557,782         542,314           Service costs         52,274         54,810           Wages         353,773         352,412           Imploye benefits         610,056         597,124           Wages         353,773         352,412           Supplies and sundry         200         50,944           Office         28,748 </td <td></td> <td></td> <td></td>			
Service recipient revenue         343,419         343,330           Government of Canada         -         2,992           City of Ottawa         43,929         42,960           Donations         10,000         10,000           The King's Daughters and Sons         10,000         10,000           Organizations         6,137         7,260           Individuals         31,259         31,229           Other funding sources and revenue         47,396         48,489           Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other income         2,082         -           Interest         983         1,023           Amortization of capital asset funding         3,393         6,404           Expenses	Province of Ontario		
Service recipient revenue   2,992   43,902   43,903   4	One-time funding	6,900	6,600
Government of Canada         -         2,996           City of Ottawa         43,929         42,960           Donations         -         43,920         45,952           Donations         10,000         10,000           Organizations         6,137         7,260           Individuals         31,259         31,229           Other funding sources and revenue         95,883         114,758           Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other funding sources and revenue         2,082         -           Service revenue         95,883         114,758           Fundraising         18,883         19,799           Other funding sources and revenue         2,082         -           Service revenue         95,883         114,758           Fundraising         18,883         19,799           Other funding sources and revenue         983         1,023           Interest         983         1,023           Interest         983         1,023           Interest         983         1,023           Expenses         50,002         1,004           Expenses		343,419	343,330
City of Ottawa         43,929         42,960           A 1,929         43,929         43,929           Donations         10,000         10,000           Organizations         6,137         7,260           Individuals         31,259         31,229           Other funding sources and revenue         95,883         114,758           Fundratising         18,883         19,795           Other income         2,082         -           Interest         983         1,023           Amortization of capital asset funding         3,933         6,404           Meal costs         557,782         542,314           Service costs         557,782         542,314           Meal costs         557,782         542,314           Service costs         557,782         542,314           Wages         353,773         352,412           Employee benefits         610,036         597,124           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         420,773         409,446           Supplies and sundry         21,075         0,497         6,879           Bad debts			
Donations		-	
Donations         10,000         10,000           Organizations         6,137         7,260           Individuals         31,259         31,229           Other funding sources and revenue         95,883         114,758           Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other income         2,082         -           Interest         983         1,023           Amortization of capital asset funding         3,933         6,404           Amortization of capital asset funding         3,933         6,404           Meal costs         557,782         542,314           Service costs         52,274         54,810           Meal costs         557,782         542,314           Service costs         52,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training </td <td>City of Ottawa</td> <td>43,929</td> <td>42,960</td>	City of Ottawa	43,929	42,960
The King's Daughters and Sons Organizations         10,000 Organizations         7,260 Organizations         10,000 Organizations         13,1229 Organizations         31,229 Organizations         48,489 Organizations         49,208 Organizations         49,022 Organizations <td></td> <td>43,929</td> <td>45,952</td>		43,929	45,952
Organizations Individuals         6,137 (7,260)           Individuals         31,259 (31,229)           Other funding sources and revenue         95,883 (11,758)           Service revenue         95,883 (19,795)           Fundraising         18,883 (19,795)           Other income         2,082 (17,831)           Interest         983 (1,023)           Amortization of capital asset funding         3,933 (6,404)           Amortization of capital asset funding         3,933 (6,404)           Expenses         557,782 (54,314)           Expenses         557,782 (54,314)           Service costs         557,782 (54,314)           Service costs         557,782 (54,314)           Wages         353,773 (52,412)           Employee benefits         67,000 (57,034)           Supplies and sundry         2007 (70,034)           Office         28,748 (77,73)           Other operating         35,667 (20,700)           Bad debts         4,997 (6,879)           Board and volunteer training         1,993 (11,164)           Equipment and operating         2,902 (32,305)           Staff training         610 (886)           French translation         1,393 (1,166)           Photocopier         876 (913)     <	Donations		
Individuals         31,259         31,259           Other funding sources and revenue         48,488           Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other income         2,082         -           Interest         983         1,023           Amortization of capital asset funding         3,933         6,640           Amortization of capital asset funding         3,933         6,640           Expenses         1,165,401         1,153,698           Expenses         5         542,14           Service costs         557,782         542,314           Service costs         52,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         2         20,73           Office         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879	The King's Daughters and Sons	10,000	10,000
Other funding sources and revenue         47,396         48,489           Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other income         2,082         -           Interest         983         1,023           Amortization of capital asset funding         3,933         6,404           Amortization of capital asset funding         3,933         6,404           Meal costs         557,782         542,314           Service costs         552,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Wages         35,747         409,446           Supplies and sundry         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,000           Bad debts         4,997         6,879           Board and volunteer training         610         886           French translation         1,393         1,116           Photocopier         876         913           Repairs and maintenance         2,394         4,116           Photocopier		6,137	7,260
Other funding sources and revenue         95,883         114,788           Fundraising         18,883         19,795           Other income         2,082         -           Interest         983         1,023           Amortization of capital asset funding         3,933         6,404           Amortization of capital asset funding         3,933         6,404           Expenses         1,165,401         1,153,698           Expenses         557,782         542,314           Service costs         552,274         54,810           Service costs         552,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         200         57,034           Office         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         2,920         3,205           Staff training         610         886           French translation         1,393         1,116           Photocopier	Individuals	31,259	31,229
Service revenue         95,883         114,758           Fundraising         18,883         19,795           Other income         2,082         -           Interest         983         1,023           Amortization of capital asset funding         3,933         6,404           Amortization of capital asset funding         3,933         6,404           Expenses         557,782         542,314           Service costs         552,274         54,810           Service costs         52,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         420,773         409,446           Supplies and sundry         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         2,920         3,205           Staff training         610         886           French translation         1,393         1,116           Photocopier         876         913           Repairs and maintenance		47,396	48,489
Fundraising Other income         18,883 (10,795) (2082)         19,795 (2082)         -         10,203 (2082)         -	Other funding sources and revenue		
Other income Interest         2,082   1,023   1,023   135,576           Amortization of capital asset funding         3,933   6,404   1,153,698           Expenses         1,165,401   1,153,698           Expenses         557,782   542,314   54,810   52,274   54,210   52,274   54,210   52,274   54,210   52,274   54,210   52,274   54,210   52,274   54,210   52,274   54,210   52,274   54,210   52,274   54,210   52,274   54,210   52,274   54,210   52,2	Service revenue	95,883	114,758
Interest         983         1,023           Amortization of capital asset funding         3,933         6,404           Lycoth         1,165,401         1,153,698           Expenses         557,782         542,314           Meal costs         557,782         542,314           Service costs         52,274         54,810           Wages         353,773         332,412           Employee benefits         67,000         57,034           Supplies and sundry         420,773         409,446           Supplies and sundry         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         2,920         3,205           Staff training         610         886           French translation         1,393         1,116           Photocopier         876         913           Repairs and maintenance         -         2,05           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         1,1	Fundraising	18,883	19,795
Amortization of capital asset funding         117,831         135,576           Amortization of capital asset funding         3,933         6,404           1,165,401         1,153,698           Expenses         357,782         542,314           Contracted out         557,782         542,314           Meal costs         52,274         54,810           Service costs         610,056         597,124           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         420,773         409,446           Supplies and sundry         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         610         886           French translation         1,393         1,116           Photocopier         876         913           Automotive         2,394         4,116           Photocopier         8,059         15,702           Computer         8,059         15,702           Computer         8,059         1	Other income	2,082	-
Amortization of capital asset funding         3,933 (1,65,401)         6,404 (1,65,401)           Expenses         3,165,401         1,153,698           Contracted out         557,782         542,314 (54,810)           Meal costs (52,274 (54,810)         552,274 (54,810)         57,0124           Wages (51,000)         557,122 (54,810)         353,773 (52,412)           Employee benefits (67,000 (57,004)         420,773 (409,446)         409,446           Supplies and sundry (70ffice (71,004)         28,748 (71,004)         35,747 (71,004)           Travel (71,004)         24,979 (71,004)         24,775 (71,004)           Other operating (71,004)         35,667 (71,004)         20,700           Bad debts (71,004)         4,997 (71,004)         6,879           Board and volunteer training (71,004)         2,920 (71,004)         3,205           Staff training (71,004)         610 (71,004)         886           French translation (71,004)         1,106         9,004           Equipment and operating (71,004)         2,394 (71,004)         4,116           Photocopier (71,004)         8,059 (71,004)         15,702           Amortization of capital assets (71,004)         6,408 (71,004)         9,086           Building occupancy (71,004)         1,170,045 (71,004)         1,153,743	Interest	983	1,023
Expenses         1,165,401         1,153,698           Contracted out           Meal costs         557,782         542,314           Service costs         52,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         420,773         409,446           Supplies and sundry         0ffice         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         2,920         3,205           Staff training         610         886           French translation         1,393         1,116           Photocopier         876         913           Repairs and maintenance         2,394         4,116           Photocopier         8,059         15,702           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         22,105         21,105         21,1943		117,831	135,576
Expenses           Contracted out         557,782         542,314           Meal costs         552,274         54,810           Service costs         52,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         3420,773         409,446           Supplies and sundry         0ffice         28,748         35,747           Travel         24,979         24,775         0ther operating         35,667         20,700           Bad debts         4,997         6,879         6,879           Board and volunteer training         610         886         886           French translation         1,393         1,116           Photocopier         876         913         8,089         15,702           Repairs and maintenance         -         2,105         2,05           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         22,165         21,943           1,170,045         1,153,743	Amortization of capital asset funding	3,933	6,404
Expenses           Contracted out         557,782         542,314           Meal costs         552,274         54,810           Service costs         52,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         3420,773         409,446           Supplies and sundry         0ffice         28,748         35,747           Travel         24,979         24,775         0ther operating         35,667         20,700           Bad debts         4,997         6,879         6,879           Board and volunteer training         610         886         886           French translation         1,393         1,116           Photocopier         876         913         8,089         15,702           Repairs and maintenance         -         2,105         2,05           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         22,165         21,943           1,170,045         1,153,743		1,165,401	1,153,698
Contracted out       557,782       542,314         Meal costs       52,274       54,810         Service costs       610,056       597,124         Wages       353,773       352,412         Employee benefits       67,000       57,034         Supplies and sundry       00ffice       28,748       35,747         Travel       24,979       24,775         Other operating       35,667       20,700         Bad debts       4,997       6,879         Board and volunteer training       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	Expenses		
Service costs         52,274         54,810           Wages         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         420,773         409,446           Supplies and sundry         7         57,47           Office         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         610         886           French translation         1,393         1,116           99,314         93,308           Equipment and operating         2,394         4,116           Photocopier         876         913           Repairs and maintenance         -         2,105           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         1,170,045         1,153,743			
Wages         597,124           Employee benefits         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         420,773         409,446           Supplies and sundry         50ffice         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         2,920         3,205           Staff training         610         886           French translation         1,393         1,116           Photocopier         876         913           Repairs and maintenance         -         2,105           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         1,170,045         1,153,743	Meal costs	557,782	542,314
Wages         597,124           Employee benefits         353,773         352,412           Employee benefits         67,000         57,034           Supplies and sundry         420,773         409,446           Supplies and sundry         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         2,920         3,205           Staff training         610         886           French translation         1,393         1,116           Photocopier         876         913           Repairs and maintenance         -         2,105           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         1,170,045         1,153,743	Service costs	52,274	54,810
Employee benefits         67,000 / 420,773         57,034 / 409,446           Supplies and sundry         Office         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         2,920         3,205           Staff training         610         886           French translation         1,393         1,116           Photocopier         876         913           Repairs and maintenance         -         2,105           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         22,165         21,943           1,170,045         1,153,743		610,056	597,124
Employee benefits         67,000 / 420,773         57,034 / 409,446           Supplies and sundry         Office         28,748         35,747           Travel         24,979         24,775           Other operating         35,667         20,700           Bad debts         4,997         6,879           Board and volunteer training         2,920         3,205           Staff training         610         886           French translation         1,393         1,116           Photocopier         876         913           Repairs and maintenance         -         2,105           Computer         8,059         15,702           Amortization of capital assets         6,408         9,086           Building occupancy         22,165         21,943           1,170,045         1,153,743	Wages	353,773	352,412
Supplies and sundry         Office       28,748       35,747         Travel       24,979       24,775         Other operating       35,667       20,700         Bad debts       4,997       6,879         Board and volunteer training       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         Supplies and substance       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         Supplies and substance       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Il,329       22,836         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	Employee benefits	67,000	
Office       28,748       35,747         Travel       24,979       24,775         Other operating       35,667       20,700         Bad debts       4,997       6,879         Board and volunteer training       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         99,314       93,308         Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	- <i>'</i>	420,773	409,446
Office       28,748       35,747         Travel       24,979       24,775         Other operating       35,667       20,700         Bad debts       4,997       6,879         Board and volunteer training       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         99,314       93,308         Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	Supplies and sundry		
Travel       24,979       24,775         Other operating       35,667       20,700         Bad debts       4,997       6,879         Board and volunteer training       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         99,314       93,308         Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743		28,748	35,747
Bad debts       4,997       6,879         Board and volunteer training       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         Staff training       99,314       93,308         Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	Travel	24,979	24,775
Bad debts       4,997       6,879         Board and volunteer training       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         99,314       93,308         Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	Other operating	35,667	20,700
Board and volunteer training       2,920       3,205         Staff training       610       886         French translation       1,393       1,116         French translation       99,314       93,308         Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743			
Staff training       610       886         French translation       1,393       1,116         99,314       93,308         Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	Board and volunteer training		
French translation       1,393       1,116         99,314       93,308         Equipment and operating       Automotive       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	Staff training	610	886
Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743		1,393	1,116
Equipment and operating       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743		99,314	93,308
Automotive       2,394       4,116         Photocopier       876       913         Repairs and maintenance       -       2,105         Computer       8,059       15,702         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	Equipment and operating		
Repairs and maintenance       -       2,105         Computer       8,059       15,702         11,329       22,836         Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743		2,394	4,116
Computer         8,059         15,702           11,329         22,836           Amortization of capital assets         6,408         9,086           Building occupancy         22,165         21,943           1,170,045         1,153,743	Photocopier	876	913
Computer         8,059         15,702           11,329         22,836           Amortization of capital assets         6,408         9,086           Building occupancy         22,165         21,943           1,170,045         1,153,743	Repairs and maintenance	-	2,105
Amortization of capital assets         11,329         22,836           Building occupancy         6,408         9,086           22,165         21,943           1,170,045         1,153,743		8,059	
Amortization of capital assets       6,408       9,086         Building occupancy       22,165       21,943         1,170,045       1,153,743	•		
Building occupancy         22,165         21,943           1,170,045         1,153,743	Amortization of capital assets		
1,170,045 1,153,743			
	0 1 /		
Net Expense \$ (4,644) \$ (45)			
<u> </u>	Net Expense	\$ (4,644)	\$ (45)
		<del></del>	