

FINANCIAL STATEMENTS OF

HORSE COUNCIL OF BRITISH COLUMBIA

December 31, 2021

HORSE COUNCIL OF BRITISH COLUMBIA

Independent Auditor's Report

Financial Statements

| | |
|--|--------|
| Statement of Financial Position | 1 |
| Statement of Operations | 2 |
| Statement of Changes in Net Assets | 3 |
| Statement of Cash Flows | 4 |
| Notes to the Financial Statements | 5 - 12 |
| Schedule of General Revenue and Expenses | 13 |
| Schedule of Reallocated Expenses | 14 |

INDEPENDENT AUDITOR'S REPORT

To the Members of
Horse Council of British Columbia

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Horse Council of British Columbia, which comprise the statement of financial position as at December 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2021, and its its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, 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.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

INDEPENDENT AUDITOR'S REPORT, continued

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit 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 organization's internal control.
- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ◆ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- ◆ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

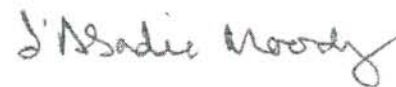
INDEPENDENT AUDITOR'S REPORT, continued

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Societies Act of British Columbia, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Langley, British Columbia
April 5, 2022

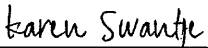



Chartered Professional Accountants

HORSE COUNCIL OF BRITISH COLUMBIA
STATEMENT OF FINANCIAL POSITION
As at December 31, 2021

| | 2021 | 2020 |
|---|--------------|--------------|
| ASSETS | | |
| Current | | |
| Cash and cash equivalents | \$ 1,221,355 | \$ 1,127,970 |
| Inventory (Note 3) | 28,026 | 33,517 |
| Prepaid expenses | 3,544 | 4,581 |
| | 1,252,925 | 1,166,068 |
| Capital assets (Note 4) | 1,326,127 | 1,297,629 |
| | \$ 2,579,052 | \$ 2,463,697 |
| LIABILITIES | | |
| Current | | |
| Accounts payable and accrued liabilities (Note 5) | \$ 176,896 | \$ 110,421 |
| Deferred revenue (Note 6) | 427,196 | 600,994 |
| GST payable | 10,115 | 21,653 |
| | 614,207 | 733,068 |
| Loan payable (Note 7) | 40,000 | 40,000 |
| | 654,207 | 773,068 |
| FUND BALANCES | | |
| Net Assets | 1,924,845 | 1,690,629 |
| | \$ 2,579,052 | \$ 2,463,697 |

Approved by the board

DocuSigned by:

 _____ Director
D40BDF6DAEFB47B...

DocuSigned by:

 _____ Director
AF9EBB36AFAF4ED...

See accompanying notes to the financial statements

HORSE COUNCIL OF BRITISH COLUMBIA

STATEMENT OF OPERATIONS

Year ended December 31, 2021

| | 2021 <u>Actual</u> | 2021 Budget | 2020 Actual |
|--|-----------------------|--------------------|-------------------|
| REVENUES | | | |
| Coaching | \$ 10,480 | \$ 24,200 | \$ 11,646 |
| Competition | 15,843 | 87,400 | 7,447 |
| Marketing | 2,106 | 22,000 | 8,365 |
| Recreation | 10,357 | 2,300 | 12,506 |
| Sales | 40,259 | 65,750 | 31,482 |
| Building | 81,472 | 80,410 | 77,777 |
| General (Schedule 1) | 1,779,442 | 1,542,667 | 1,513,577 |
| | <u>1,939,959</u> | <u>1,824,727</u> | <u>1,662,800</u> |
| EXPENDITURES | | | |
| Building operating | 42,445 | 42,000 | 25,450 |
| Coaching expenses | 6,630 | 30,550 | 9,838 |
| Competition | 15,440 | 36,200 | 2,012 |
| Marketing expense | 41,655 | 80,300 | 66,759 |
| Recreation expense | 42,221 | 35,175 | 41,811 |
| General expenses (Schedule 1) | 579,296 | 483,755 | 407,280 |
| Industry expense | 13,493 | 124,900 | 61,561 |
| Cost of sales | 29,700 | 52,650 | 19,751 |
| Development expense | 4,124 | 9,200 | 4,938 |
| Staffing costs | 692,478 | 688,666 | 546,287 |
| Board of directors | 22,239 | 54,900 | 1,840 |
| Administration | 236,022 | 198,438 | 209,076 |
| | <u>1,725,743</u> | <u>1,836,734</u> | <u>1,396,603</u> |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES FROM OPERATIONS | 214,216 | (12,007) | 266,197 |
| OTHER INCOME | | | |
| CEBA loan subsidy | 20,000 | - | - |
| EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES | \$ 234,216 | \$ (12,007) | \$ 266,197 |

See accompanying notes to the financial statements

HORSE COUNCIL OF BRITISH COLUMBIA

STATEMENT OF CHANGES IN NET ASSETS

Year ended December 31, 2021

| | BALANCE, beginning of year | Purchase of assets | Allocation of budget | Revenue | Expenditures | Excess of revenues over expenditures | 2021 BALANCE, end of year |
|--|----------------------------------|-----------------------|-------------------------|-------------|--------------|--|---------------------------------|
| Equity in Capital Assets | \$ 1,297,629 | \$ 76,793 | \$ - | \$ - | \$ (48,296) | \$ - | \$ 1,326,126 |
| Internally Restricted - Animal Disaster | 91,354 | - | - | 184,378 | (59,536) | - | 216,196 |
| Internally Restricted - BC Trails | 5,406 | - | 24,334 | 6,992 | (33,100) | - | 3,632 |
| Internally Restricted - Regions | - | - | 12,764 | - | (12,764) | - | - |
| Unrestricted | 296,240 | (76,793) | (37,098) | (191,370) | 153,696 | 234,216 | 378,891 |
| | \$ 1,690,629 | \$ - | \$ - | \$ - | \$ - | \$ 234,216 | \$ 1,924,845 |
| | BALANCE, beginning of year | Purchase of assets | Allocation of budget | Revenue | Expenditures | Excess of revenues over expenditures | 2020 BALANCE, end of year |
| Equity in Capital Assets | \$ 1,323,516 | \$ 4,636 | \$ - | \$ - | \$ (30,523) | \$ - | \$ 1,297,629 |
| Internally Restricted - Animal Disaster | 52,636 | - | 30,000 | 8,718 | - | - | 91,354 |
| Internally Restricted - BC Trails | 2,356 | - | 24,818 | 8,073 | (29,841) | - | 5,406 |
| Internally Restricted - Regions | - | - | 7,732 | - | (7,732) | - | - |
| Unrestricted | 45,924 | (4,636) | (62,550) | (16,791) | 68,096 | 266,197 | 296,240 |
| | \$ 1,424,432 | \$ - | \$ - | \$ - | \$ - | \$ 266,197 | \$ 1,690,629 |

HORSE COUNCIL OF BRITISH COLUMBIA
STATEMENT OF CASH FLOWS
Year ended December 31, 2021

| | <u>2021</u> | <u>2020</u> |
|--|----------------------------|----------------------------|
| OPERATING ACTIVITIES | | |
| Excess of revenues over expenditures | \$ 234,216 | \$ 266,197 |
| Items not affecting cash | | |
| Amortization | 48,296 | 30,523 |
| CEBA loan subsidy | (20,000) | - |
| | <u>262,512</u> | <u>296,720</u> |
| Change in non-cash working capital items | | |
| Accounts receivable | - | 4,639 |
| Inventory | 5,491 | 4,070 |
| Prepaid expenses | 1,037 | (461) |
| Accounts payable and accrued liabilities | 66,474 | 22,412 |
| Deferred revenue | (173,798) | 193,990 |
| GST payable | (11,538) | 9,732 |
| | <u>150,178</u> | <u>531,102</u> |
| FINANCING ACTIVITY | | |
| Increase in loan payable | 20,000 | 40,000 |
| INVESTING ACTIVITY | | |
| Purchase of capital assets | (76,793) | (4,636) |
| INCREASE IN CASH | 93,385 | 566,466 |
| CASH, beginning of year | <u>1,127,970</u> | <u>561,504</u> |
| CASH, end of year | <u>\$ 1,221,355</u> | <u>\$ 1,127,970</u> |

See accompanying notes to the financial statements

HORSE COUNCIL OF BRITISH COLUMBIA

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2021

1. Nature of operations

Horse Council of British Columbia (the "Society") is a not-for-profit organization incorporated provincially under the British Columbia Societies Act and is exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

The Society operates to provide programs and financial support to various equestrian groups, societies in the province of British Columbia and its members.

2. Significant accounting policies

The Society applies the Canadian accounting standards for not-for-profit organizations.

(a) Cash and cash equivalents

Cash and cash equivalents include cash and short-term investments with maturities of three months or less from their date of acquisition, which are readily convertible into a known amount of cash, and are subject to an insignificant risk to changes in their fair value.

(b) Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the first-in, first-out method.

(c) Revenue recognition

The Society follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions for the purchase of capital assets that will be amortized are recorded as deferred capital contributions and recognized as revenue on the same basis as the amortization expense related to the acquired capital assets. Externally restricted contributions for the purchase of capital assets that will not be amortized are recognized as direct increases in net assets to the Investment in Capital Assets balance.

HORSE COUNCIL OF BRITISH COLUMBIA
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021

2. Significant accounting policies, continued

(c) Revenue recognition, continued

Grant funds are recognized in the period which the grant relates.

Interest income is recognized in the period earned.

Membership fees are charged on a calendar year basis and recognized in the year that the fees relate.

Sale of merchandise and books are recognized when there is persuasive evidence that an arrangement exists, the goods have been received by the customer, the price is fixed and determinable, and collection is reasonably assured. In most instances, the recognition is a point of sale.

Rental income from tenant leases is recognized over the term of the related agreements. Property taxes, insurance and other operating costs recovered from the tenants on a monthly basis are recognized as revenue in the period in which received.

All other unrestricted revenue is recognized when received.

(d) 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 undiscounted 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 carrying value exceeds its fair value.

(e) Measurement uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant areas requiring the use of estimates include: estimated useful lives of capital assets, determination of deferred revenue, and allocation of expenditures to various functions. Actual results may differ from management's best estimates as additional information becomes available in the future.

HORSE COUNCIL OF BRITISH COLUMBIA
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021

3. Inventory

| | <u>2021</u> | <u>2020</u> |
|-------------------|------------------|------------------|
| Books | \$ 20,642 | \$ 21,337 |
| Merchandise | 2,384 | 5,930 |
| Awards and prizes | <u>5,000</u> | <u>6,250</u> |
| | <u>\$ 28,026</u> | <u>\$ 33,517</u> |

4. Capital assets

Capital assets are recorded at cost. The Society provides for amortization using the following methods at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates and methods are as follows:

| | |
|------------------------|------------------------|
| Building | 4% Declining balance |
| Equipment | 15 years Straight-line |
| Automotive | 30% Declining balance |
| Furniture and fixtures | 20% Declining balance |
| Computer equipment | 30% Declining balance |
| Computer software | 4 years Straight-line |

| | <u>2021</u> | | <u>2020</u> | |
|------------------------|---------------------|-----------------------------|---------------------|---------------------|
| | Cost | Accumulated amortization | Net Book Value | Net Book Value |
| Land | \$ 722,422 | \$ - | \$ 722,422 | \$ 722,422 |
| Building | 725,959 | 223,208 | 502,751 | 523,699 |
| Equipment | 48,450 | 19,701 | 28,749 | 31,655 |
| Automotive | 6,782 | 6,223 | 559 | 798 |
| Furniture and fixtures | 59,527 | 47,115 | 12,412 | 15,184 |
| Computer equipment | 34,572 | 20,350 | 14,222 | 3,854 |
| Computer software | <u>71,353</u> | <u>26,341</u> | <u>45,012</u> | <u>17</u> |
| | <u>\$ 1,669,065</u> | <u>\$ 342,938</u> | <u>\$ 1,326,127</u> | <u>\$ 1,297,629</u> |

HORSE COUNCIL OF BRITISH COLUMBIA
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021

5. Accounts payable and accrued liabilities

| | <u>2021</u> | <u>2020</u> |
|------------------------|-------------------|-------------------|
| Trade payables | \$ 151,613 | \$ 77,732 |
| Government remittances | <u>25,283</u> | <u>32,689</u> |
| | <u>\$ 176,896</u> | <u>\$ 110,421</u> |

6. Deferred revenue

| | <u>2021</u> | <u>2020</u> |
|---|-------------------|-------------------|
| Equine Foundation | \$ 3,091 | \$ 3,863 |
| Rental deposits | 4,730 | 4,730 |
| Membership fees | 363,495 | 492,493 |
| Viasport funding received in advance | - | 35,478 |
| Optional insurance fees received in advance | <u>55,880</u> | <u>64,430</u> |
| | <u>\$ 427,196</u> | <u>\$ 600,994</u> |

7. Loan payable

| | <u>2021</u> | <u>2020</u> |
|--|------------------|------------------|
| Canada Emergency Benefit Account zero interest loan. Due on or before December 31, 2023, up to 33% percent forgivable portion. | <u>\$ 40,000</u> | <u>\$ 40,000</u> |

HORSE COUNCIL OF BRITISH COLUMBIA

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2021

8. Internally restricted reserve

| | Regions | BC Trails | Animal Disaster |
|-----------------------------|----------|-----------|--------------------|
| Balances, beginning of year | \$ - | \$ 5,406 | \$ 91,354 |
| Revenue | - | 6,992 | 184,378 |
| Expenditures | (12,764) | (33,100) | (59,536) |
| Budget allocation | 21,850 | 24,334 | - |
| Unused budget | (9,086) | - | - |
| | <hr/> | | |
| Balance, end of year | \$ - | \$ 3,632 | \$ 216,196 |

Subsequent to the year end, the directors passed a motion to increase Core and Trail Grant funding for fiscal 2022 by \$50,000 by allocating part of the current year operating surplus.

9. Commitments

As at December 31, 2021, the Society has outstanding commitments of approximately \$20,105 with respect to various equipment leases.

| | |
|------|-----------|
| 2022 | \$ 9,510 |
| 2023 | 4,561 |
| 2024 | 3,448 |
| 2025 | 2,586 |
| | <hr/> |
| | \$ 20,105 |

HORSE COUNCIL OF BRITISH COLUMBIA

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2021

10. Related party transactions

During the year fees were paid to the following entities and individuals:

| | 2021 | 2020 |
|-----------------------|-------------------|-------------------|
| Equestrian Canada (i) | \$ 141,902 | \$ 109,502 |
| Directors (ii) | 2,921 | 1,580 |
| | <u>\$ 144,823</u> | <u>\$ 111,082</u> |

i) Equestrian Canada is the federal governing body for equestrian sport.

ii) Directors receiving direct or indirect consideration services provided to the Society.

These transactions are in the normal course of operations and have been valued in these financial statements at the exchange amount which is the amount of consideration established and agreed to by the related parties.

11. Non-monetary transactions

The Society has media contracts with two member commercial entities. In exchange for providing the businesses with a subscription services on its website, the Society receives free advertising in the members' publications. The Society has estimated the value of free advertising services received to be \$27,170 (2020 - \$27,170).

As allowed by Canadian accounting standards applicable to not-for-profit organizations, these non-monetary transactions (being an exchange of service in the same line of business to facilitate sales to parties other than the parties to the exchange) are recorded at the carrying amount (value of service given up), which is nil.

12. Budget amounts

The 2021 budget amounts on the Statement of Operations and the Schedules to the Financial Statements, are presented for information purposes only and are unaudited.

HORSE COUNCIL OF BRITISH COLUMBIA

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2021

13. Remuneration of employees, contractors and directors

The B.C. Societies Act requires the society to disclose the remuneration paid to employees and contractors whose remuneration during the year was at least \$75,000 and all remuneration paid to directors.

No remuneration was paid to any of the directors. See Note 10.

2 employees received remuneration in excess of \$75,000 during the year.

14. Financial instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The required disclosures provide information that assists users of financial statements in assessing the extent of risk related to financial instruments.

(a) Fair value

The fair value of current financial assets and current financial liabilities approximates their carrying value due to their short-term maturity dates. The fair value of long-term financial liabilities approximates their carrying value based on the presumption that the Society is a going concern and thus expects to fully repay the outstanding amounts.

(b) Foreign exchange risk

The Society is not exposed to significant foreign exchange risk as all operations take place in Canada.

(c) Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether the factors are specific to the instrument or all instruments traded in the market. The Society is not exposed to significant market risk.

(d) Credit risk

The Society does not have significant credit risk in accounts receivable.

HORSE COUNCIL OF BRITISH COLUMBIA
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2021

14. Financial instruments, continued

(e) Liquidity risk

The Society does have a liquidity risk in the accounts payable and accrued liabilities of \$176,896 (2020 - \$110,421). Liquidity risk is the risk that the Society cannot repay its obligations when they become due to its creditors. The Society reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due. In the opinion of management the liquidity risk exposure to the Society is low and is not significant.

(f) Interest rate risk

The Society is not exposed to significant interest rate risk.

HORSE COUNCIL OF BRITISH COLUMBIA

SCHEDULES TO THE FINANCIAL STATEMENTS

Year ended December 31, 2021

Schedule of general revenue and expenses

Schedule 1

| | 2021 | 2021 | 2020 |
|---|---------------------|---------------------|---------------------|
| | Actual | Budget | Actual |
| Revenue | | | |
| Administrative fees | \$ 914 | \$ 2,000 | \$ 3,458 |
| Animal relief | 184,378 | - | 8,718 |
| Gaming | 63,845 | 61,000 | 61,100 |
| Interest | 1,085 | 20,000 | 2,750 |
| Members optional insurance | 156,260 | 64,450 | 79,095 |
| Memberships | 1,220,902 | 1,237,925 | 1,151,755 |
| Miscellaneous | 1,091 | 1,500 | 2,109 |
| National sport trust | - | 5,000 | - |
| Other surplus income | - | 9,000 | - |
| Sport funding | 150,967 | 141,792 | 204,592 |
| | 1,779,442 | 1,542,667 | 1,513,577 |
| Expenses | | | |
| Animal relief | 59,536 | 20,000 | - |
| Athlete support | - | 9,000 | - |
| Club grants | 30,058 | 50,000 | 25,853 |
| Equestrian Canada | 121,769 | 121,555 | 112,234 |
| Members insurance | 199,019 | 190,400 | 182,767 |
| Members optional insurance | 156,150 | 64,450 | 78,695 |
| National Sport Trust | - | 5,000 | - |
| Travel support | - | 1,000 | - |
| Region support | 12,764 | 22,350 | 7,731 |
| | 579,296 | 483,755 | 407,280 |
| EXCESS OF GENERAL REVENUES OVER EXPENSES | \$ 1,200,146 | \$ 1,058,912 | \$ 1,106,297 |

HORSE COUNCIL OF BRITISH COLUMBIA
SCHEDULES TO THE FINANCIAL STATEMENTS
Year ended December 31, 2021

Schedule of reallocated expenses

Schedule 2

| | 2021 | 2021 | 2020 |
|--------------------------------|---------------------|---------------------|---------------------|
| | Actual | Budget | Actual |
| Expenses by Category | | | |
| Advertising and promotion | \$ 41,501 | \$ 73,300 | \$ 66,632 |
| Amortization | 48,296 | - | 30,523 |
| Contract payments | 28,595 | 82,500 | 35,526 |
| Credit card processing charges | 84,077 | 46,000 | 76,758 |
| Equipment rental | 11,898 | 14,338 | 13,565 |
| Insurance | 500,042 | 396,005 | 387,344 |
| Interest and bank charges | 512 | 300 | 703 |
| Meetings | 22,108 | 28,900 | 1,088 |
| Memberships and dues | 7,357 | 9,000 | 4,818 |
| Office and miscellaneous | 23,243 | 29,200 | 21,243 |
| Professional fees | 14,616 | 15,000 | 10,898 |
| Program supplies | 90,475 | 234,475 | 125,181 |
| Property taxes | 8,904 | 7,000 | 7,462 |
| Purchases | 22,757 | 41,650 | 14,774 |
| Repairs and maintenance | 16,025 | 18,000 | 6,081 |
| Salaries and benefits | 691,997 | 679,666 | 546,234 |
| Support and grants | 102,358 | 102,350 | 33,585 |
| Telephone | 10,370 | 12,000 | 12,381 |
| Travel | 612 | 40,700 | 1,807 |
| | \$ 1,725,743 | \$ 1,830,384 | \$ 1,396,603 |