

SOUTH NATION RIVER CONSERVATION AUTHORITY
Financial Statements
Year Ended December 31, 2013

SOUTH NATION RIVER CONSERVATION AUTHORITY

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Year Ended December 31, 2013

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INDEPENDENT AUDITOR'S REPORT

To the Members of South Nation River Conservation Authority

We have audited the accompanying financial statements of South Nation River Conservation Authority, which comprise the the statement of financial position as at December 31, 2013 and the statements of changes in net financial assets, operations, continuity of reserves 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 public sector accounting standards, 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 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.

Independent Auditor's Report to the Members of South Nation River Conservation Authority *(continued)*

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of South Nation River Conservation Authority as at December 31, 2013, and the results of its statement of changes in net assets, its operations, its statement of continuity of reserves and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Comparative Information

Without modifying our opinion, we draw attention to Notes 2 and 3 to the financial statements which describes that South Nation River Conservation Authority adopted Canadian public sector accounting standards on January 1, 2013 with a transition date of January 1, 2012. These standards were applied retrospectively by management to the comparative information in these financial statements, including the January 1, 2012 statements of operations and cash flows for the year ended December 31, 2012 and related disclosures. We were not engaged to report on the restated comparative information, and as such, it is unaudited.

Winchester, Ontario
April 17, 2014

Collins Barrow WCM LLP

Chartered Accountants, Licensed Public Accountants

SOUTH NATION RIVER CONSERVATION AUTHORITY

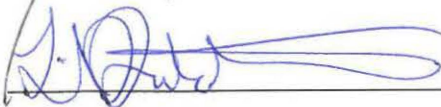
Statement of Financial Position

Year Ended December 31, 2013

	December 2013	December 2012	January 2012
FINANCIAL ASSETS			
Cash (Note 5)	\$ 1,807,594	\$ 1,588,538	\$ 1,415,771
Accounts receivable	1,161,322	730,082	604,973
Receivable from municipalities (Note 6)	789,213	838,562	890,038
	<u>3,758,129</u>	<u>3,157,182</u>	<u>2,910,782</u>
LIABILITIES			
Accounts payable and accrued liabilities	490,022	493,108	465,662
Government remittances payable	7,212	7,725	35,065
Deferred income	852,708	404,615	311,675
Long term debt (Note 7)	222,950	-	-
	<u>1,572,892</u>	<u>905,448</u>	<u>812,402</u>
Net Financial Assets	<u>2,185,237</u>	<u>2,251,734</u>	<u>2,098,380</u>
NON-FINANCIAL ASSETS			
Capital assets (Note 8)	8,823,425	7,818,752	7,473,831
Prepaid expenses	18,657	25,507	19,259
	<u>8,842,082</u>	<u>7,844,259</u>	<u>7,493,090</u>
NET ASSETS (Note 12)	<u>\$ 11,027,319</u>	<u>\$ 10,095,993</u>	<u>\$ 9,591,470</u>

ON BEHALF OF THE BOARD

 Chairman

 Director

SOUTH NATION RIVER CONSERVATION AUTHORITY
Statement of Changes in Net Financial Assets
Year Ended December 31, 2013

	2013	2012
Surplus for the year	\$ 931,326	\$ 504,523
Acquisition of capital assets	(1,233,141)	(241,025)
Contributed capital assets	(67,000)	(400,000)
Proceeds on disposal of capital assets	4,000	-
(Gain) on disposal of capital assets	(4,000)	-
Amortization	295,468	296,104
Change in prepaids	6,850	(6,248)
Decrease in net financial assets in the year	(66,497)	153,354
Net financial assets, beginning of year	2,251,734	2,098,380
Net financial assets, end of year	\$ 2,185,237	\$ 2,251,734

SOUTH NATION RIVER CONSERVATION AUTHORITY

Statement of Continuity of Reserves

Year Ended December 31, 2013

Year Ended December 31, 2013	Balance Beginning of Year	From Operations	To Operations	Balance End of Year
COMMITTED				
Sewage systems inspections	\$ (38,136)	\$ -	\$ 11,789	\$ (49,925)
Dr. Jackson - forestry programs	9,666	111	-	9,777
Leitrim wetland	110,662	57,394	-	168,056
Environmental projects	22,863	235	4,924	18,174
Revenue sharing (Note 9.a.)	193,466	2,225	-	195,691
School programs (Note 9.b.)	2,331	25	233	2,123
Land acquisition - forestry	42,260	486	-	42,746
Memorial fund (Note 9.b.)	38,538	1,950	-	40,488
McIntosh Park	13,635	120	6,399	7,356
Subtotal committed	395,285	62,546	23,345	434,486
OPERATING	\$ 717,733	\$ 13,636	\$ 45,107	\$ 686,262
CAPITAL PROJECTS	634,130	464,428	113,432	985,126
WATER CONTROL STRUCTURES	87,126	6,031	-	93,157
Year Ended December 31, 2013	\$ 1,834,274	\$ 546,641	\$ 181,884	\$ 2,199,031
Year Ended December 31, 2012	\$ 1,884,090	\$ 342,399	\$ 392,215	\$ 1,834,274

SOUTH NATION RIVER CONSERVATION AUTHORITY

Statement of Operations Year Ended December 31, 2013

	Budget (Note 13)	Actual 2013	Actual 2012
REVENUE			
MNR	\$ 176,409	\$ 176,409	\$ 176,409
Source water protection	140,455	322,750	570,531
Municipal levy	2,756,548	2,756,549	2,631,386
Special levy	710,751	581,078	204,774
Other sources	2,450,866	2,159,329	2,365,724
TOTAL OPERATING REVENUE	6,235,029	5,996,115	5,948,824
SCIENCE & RESEARCH (Schedule 1)			
Program operation	79,827	66,921	88,997
Resource management	242,690	261,263	254,521
Monitoring	224,033	226,757	163,895
Resource services	820,272	637,318	683,847
Projects	951,825	447,382	660,563
	2,318,647	1,639,641	1,851,823
PROPERTY MANAGEMENT & APPROVALS (Schedule 2)			
Approvals	1,021,850	1,067,831	1,357,317
Property	702,607	571,878	604,362
Projects	57,600	62,035	50,134
	1,782,057	1,701,744	2,011,813
ORGANIZATION EFFECTIVENESS (Schedule 3)			
Corporate Services	1,017,798	956,866	820,622
Information management and technology	277,682	180,379	182,486
Communications and outreach	305,034	290,691	281,453
	1,600,514	1,427,936	1,284,561
TOTAL OPERATING EXPENSES	5,701,218	4,769,321	5,148,197
DEPRECIATION	320,327	295,468	296,104
TOTAL EXPENSES	6,021,545	5,064,789	5,444,301
SURPLUS	\$ 213,484	\$ 931,326	\$ 504,523

SOUTH NATION RIVER CONSERVATION AUTHORITY

Statement of Cash Flows Year Ended December 31, 2013

	2013	2012
OPERATING ACTIVITIES		
Surplus	\$ 931,326	\$ 504,523
Items not affecting cash:		
Depreciation	295,468	296,104
Contributed capital assets	(67,000)	(400,000)
Gain on disposal of capital assets	(4,000)	-
	<u>1,155,794</u>	<u>400,627</u>
Changes in non-cash working capital:		
Accounts receivable	(431,240)	(125,107)
Receivable from municipalities	49,349	51,475
Accounts payable and accrued liabilities	(3,086)	27,445
Government remittances payable	(513)	(27,340)
Deferred income	448,093	92,940
Prepaid expenses	6,850	(6,248)
	<u>69,453</u>	<u>13,165</u>
Cash flow from operating activities	<u>1,225,247</u>	<u>413,792</u>
CAPITAL ACTIVITY		
Purchase of property, plant and equipment	(1,233,141)	(241,025)
Proceeds on disposal of property, plant and equipment	4,000	-
Cash flow used by capital activity	<u>(1,229,141)</u>	<u>(241,025)</u>
FINANCING ACTIVITIES		
Proceeds from long term financing	367,250	-
Repayment of long term debt	(144,300)	-
Cash flow from financing activities	<u>222,950</u>	<u>-</u>
INCREASE IN CASH FLOW	<u>219,056</u>	<u>172,767</u>
CASH - BEGINNING OF PERIOD	<u>1,588,538</u>	<u>1,415,771</u>
CASH - END OF YEAR (Note 5)	<u>\$ 1,807,594</u>	<u>\$ 1,588,538</u>

SOUTH NATION RIVER CONSERVATION AUTHORITY

Notes to Financial Statements

Year Ended December 31, 2013

1. DESCRIPTION OF BUSINESS

The South Nation Conservation Authority (the "Authority") is established under the Conservation Authorities Act-Ontario. It acts as the agent for water and land conservation and management for its member municipalities.

The Authority is a registered charity and, as such, is exempt from income tax and may issue tax receipts to donors.

2. FIRST TIME ADOPTION OF PUBLIC SECTOR ACCOUNTING STANDARDS

During the year the Authority adopted the requirements of Canadian public sector accounting standards ('PSAB') as prescribed by Chartered Professional Accountants of Canada Public Sector Accounting Handbook. These are the Authority's first financial statements prepared in accordance with this framework and the transition provisions of Section 2125, First-time Adoption by Government Organizations have been applied. The changes have been applied retrospectively, resulting in changes described below.

- a) The Authority had previously accounted for donated land as a direct increase to net assets. As required by PSAB, donated land is accounted for as revenue in the period in which it is received. There is no effect on the net assets reported in prior period financial statements. Surplus for the year ended 2012 has been adjusted by \$400,000 to account for land donated during the year in accordance with PSAB.
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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Significant Accounting Policies

The financial statements of the Authority are the representations of management prepared in accordance with Canadian public sector accounting standards.

Revenue and expenditures are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it becomes available and measurable and an expenditure is recognized when incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

Cash and cash equivalents

Cash includes cash held in banks, cash on hand and short term investments with maturities of 90 days or less.

Financial instruments policy

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

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SOUTH NATION RIVER CONSERVATION AUTHORITY

Notes to Financial Statements

Year Ended December 31, 2013

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Deferred income

The authority receives certain amounts from other entities, the proceeds of which may only be used in the conduct of certain programs or completion of specific work. Further, certain user charges and fees are collected but for which the related services have yet to be performed. These amounts are recognized as revenue when the related expenditures are incurred or services performed.

Reserves

Reserves for future expenditures and contingencies are established as required at the discretion of the members of the Board of Directors of the Authority. Increases or decreases in these reserves are made by appropriations to or from reserves.

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SOUTH NATION RIVER CONSERVATION AUTHORITY

Notes to Financial Statements

Year Ended December 31, 2013

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Capital assets

Capital assets are stated at cost less accumulated amortization. Contributed capital assets are recorded at fair market value at the date of contribution. Capital assets are amortized over their estimated useful lives at the following rates and methods:

Land improvements - Trails	10 years	straight-line method
Land improvements - Parking Lots and Leirrim Boardwalk	20 years	straight-line method
Buildings - Frame	25 years	straight-line method
Building - Bricks and Steel	40 years	straight-line method
Equipment - Monitoring	8 years	straight-line method
Equipment - Other	10 years	straight-line method
Vehicles - Cars	5 years	straight-line method
Vehicles - Trucks	7 years	straight-line method
Computer equipment - Computers	3 years	straight-line method
Computer equipment - Network/AV	5 years	straight-line method
Computer software - Computer	3 years	straight-line method
Computer software - Network/AV	5 years	straight-line method
Furniture and fixtures	10 years	straight-line method
Flood control structures	50 years	straight-line method

One half of the above rates are used in the year of acquisition

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

Capital assets received as contributions are recorded at fair market value at the date of receipt and are also recorded as revenue.

The organization regularly reviews its Capital assets to eliminate obsolete items.

The organization has capitalization thresholds. For land improvement, building, flood control structures, equipment and vehicles, the capitalization threshold is \$3,500. For computer software, computer equipment and furniture and fixtures, the capitalization threshold is \$1,000. Furthermore, computer equipment, computer software and furniture and fixtures can be pooled, with a pool threshold of \$3,500 for each class.

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SOUTH NATION RIVER CONSERVATION AUTHORITY

Notes to Financial Statements

Year Ended December 31, 2013

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

Revenue Recognition

The Authority follows the deferral method of accounting for contributions. Government assistance is recorded as revenue when eligible claims are determined and the expenditure incurred. Levies on member municipalities are recorded after Board of Directors' approval and recorded as revenue in the year levied. When revenue from special programs is received in advance of the related expenditure, such revenue is deferred until the year in which the expenditure is incurred.

Donated capital assets, materials and services.

Donated capital assets are recorded at their fair market value at the time of the donation when a fair value can be reasonably estimated. During the year \$67,000 in land was donated (2012 - \$400,000).

Donated materials and services are recorded if they would otherwise have been purchased.

Contributed services

Volunteers contribute a significant amount of their time each year. Due to the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

Use of Estimates

Since precise determination of many assets and liabilities is dependant upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and assumptions. These have been made using careful judgments. Actual results could differ from management's best estimates as additional information becomes available in the future. These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known. Areas where estimations are used include accrued liabilities, deferred revenue, useful life of capital assets and allowance for doubtful accounts.

SOUTH NATION RIVER CONSERVATION AUTHORITY
Notes to Financial Statements
Year Ended December 31, 2013

4. FINANCIAL INSTRUMENTS

The significant financial risks to which the Authority is exposed are credit risk and interest rate risk.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is exposed to credit risk from customers and funding partners. In order to reduce its credit risk, the organization reviews a new customer's credit history before extending credit and conducts regular reviews of its existing customers' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The organization is exposed to credit risk as two entities represent 67% of accounts receivable and one entity represents 93% of long-term receivable from municipalities (Note 6).

Fair Value

The organization's carrying value of cash, accounts receivable, accounts payable and accrued liabilities and government remittances payable approximates its fair value due to the immediate or short term maturity of these instruments.

The carrying value of the receivable from municipalities and long term debt approximates the fair value as the interest rates are consistent with the current rates offered to the organization for debt with similar terms.

Interest Rate

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in interest rates. In seeking to minimize the risks from interest rate fluctuations, the organization manages exposure through its normal operating and financing activities. Interest on the organization's bank accounts are based on variable rates. Fluctuations in the bank's prime rates would result in variations to interest income.

5. CASH AND BANK

The Authority's bank account is held at a chartered bank. The bank account earns interest at prime less 1.95% to prime less 1.85%.

SOUTH NATION RIVER CONSERVATION AUTHORITY
Notes to Financial Statements
Year Ended December 31, 2013

6. RECEIVABLE FROM MUNICIPALITIES

	<u>2013</u>	<u>2012</u>
Due from various municipalities for their portion of the funds used to purchase and renovate the new head office in Finch. Receivable in blended payments with interest charged at approximately prime less 1.25% (in line with organization's expected rate of return in its bank account).	\$ 789,213	\$ 838,562
Amounts receivable within one year	<u>(50,217)</u>	<u>(49,349)</u>
	<u>\$ 738,996</u>	<u>\$ 789,213</u>

Principal receivable terms are approximately:

2014	\$ 50,217
2015	51,099
2016	51,998
2017	52,912
2018	53,842
Thereafter	<u>529,145</u>
	<u>\$ 789,213</u>

7. LONG TERM DEBT

	<u>2013</u>	<u>2012</u>
Harmke Velema non-interest bearing loan, repayable in annual payments of \$111,475. The loan matures January 2015 and is secured by property with carrying value of \$398,780.	\$ 222,950	\$ -
Current portion of long term debt	<u>(111,475)</u>	<u>-</u>
	<u>\$ 111,475</u>	<u>\$ -</u>

Principal repayment terms are approximately:

2014	\$ 111,475
2015	<u>111,475</u>
	<u>\$ 222,950</u>

SOUTH NATION RIVER CONSERVATION AUTHORITY**Notes to Financial Statements****Year Ended December 31, 2013**

8. CAPITAL ASSETS

	Historical Cost	Accumulated amortization	2013 Net book value	2012 Net book value
Land	\$ 5,484,779	\$ -	\$ 5,484,779	\$ 4,393,930
Buildings	1,204,756	153,756	1,051,000	1,073,374
Equipment	325,716	198,651	127,065	94,390
Furniture and fixtures	265,976	115,532	150,444	156,925
Vehicles	335,340	195,895	139,445	131,770
Computer and networking equipment	388,502	295,688	92,814	124,599
Computer software	130,689	99,926	30,763	22,556
Parking lot and other land improvements	220,468	32,673	187,795	175,768
Flood control structures	4,814,000	3,254,680	1,559,320	1,645,440
	<u>\$ 13,170,226</u>	<u>\$ 4,346,801</u>	<u>\$ 8,823,425</u>	<u>\$ 7,818,752</u>

The organization acquired \$1,300,141 of capital assets during the year, \$67,000 was donated, \$990,191 was acquired using cash and \$242,950 is payable at year end.

The organization also disposed of capital assets with zero book value for \$4,000.

9. RESERVES**a. Revenue Sharing**

In accordance with the Ministry of Natural Resources Revenue Sharing Policy, \$2,225 (2012 - \$2,105) of interest received during the year has been transferred to the revenue sharing reserve.

b. School Programs and Memorial Fund

These reserves were established in 1998 to receive specified donations that are used to fund the School Programs and the Memorial Fund.

10. CONTINGENCIES

Under the Forestry Act, the Authority may be liable to the Ministry of Natural Resources for an amount not greater than 50% of the proceeds from sale of lands for which acquisition grants were received from the Ministry of Natural Resources. As of December 31, 2013, management is not aware of any liability in this regard.

SOUTH NATION RIVER CONSERVATION AUTHORITY

Notes to Financial Statements

Year Ended December 31, 2013

11. CREDIT FACILITIES - ROYAL BANK

The Authority has an authorized \$1,000,000 revolving demand facility by way of Royal Bank Prime based loans bearing interest at prime less 0.50% and Bankers' Acceptance with an acceptance fee of 0.40%.

This facility is secured by:

- a) General security agreement signed by the borrower constituting a first ranking security interest in all personal property of the borrower;
- b) Borrowing resolution.

As at December 31, 2013 \$1,000,000 was available on this facility.

12. NET ASSETS

	2013	2012
Net Assets, beginning of year	\$ 10,095,993	\$ 9,591,470
Surplus for the year	931,326	504,523
	<u>\$ 11,027,319</u>	<u>\$ 10,095,993</u>
Net Assets consists of:		
Tangible capital assets	\$ 8,580,475	\$ 7,818,752
Reserves	2,199,031	1,834,274
Accumulated surplus	247,813	442,967
	<u>\$ 11,027,319</u>	<u>\$ 10,095,993</u>
Net Assets Invested in Tangible Capital Assets consists of:		
Capital assets	\$ 8,823,425	\$ 7,818,752
Long Term Debt	(222,950)	-
Amounts included in accounts payable relating to capital assets	(20,000)	-
	<u>\$ 8,580,475</u>	<u>\$ 7,818,752</u>

SOUTH NATION RIVER CONSERVATION AUTHORITY**Notes to Financial Statements****Year Ended December 31, 2013**

13. BUDGET FIGURES

The Board of Directors approved the budget figures gross of expense recoveries. The expenses on the statement of operations have been presented net of expense recoveries. The following reconciliation adjusts the budget figures for the expense recoveries in the year.

	Approved Budget	Recoveries	Adjusted Budget
REVENUE			
MNR	\$ 176,409	\$ -	\$ 176,409
Source water protection	140,455	-	140,455
Municipal levy	2,756,548	-	2,756,548
Special levy	710,751	-	710,751
Other sources	2,842,113	(391,247)	2,450,866
TOTAL OPERATING REVENUE	6,626,276	(391,247)	6,235,029
SCIENCE & RESEARCH			
Program operation	95,827	(16,000)	79,827
Resource management	252,690	(10,000)	242,690
Monitoring	334,033	(110,000)	224,033
Resource services	820,272	-	820,272
Projects	951,825	-	951,825
	2,454,647	(136,000)	2,318,647
PROPERTY MANAGEMENT & APPROVALS			
Approvals	1,179,850	(158,000)	1,021,850
Property	722,857	(20,250)	702,607
Projects	57,600	-	57,600
	1,960,307	(178,250)	1,782,057
ORGANIZATION EFFECTIVENESS			
Corporate services	1,094,795	(76,997)	1,017,798
Information management & technology	277,682	-	277,682
Communications and outreach	305,034	-	305,034
	1,677,511	(76,997)	1,600,514
TOTAL OPERATING EXPENSES	6,092,465	(391,247)	5,701,218
DEPRECIATION	320,327	-	320,327
TOTAL EXPENSES	6,412,792	(391,247)	6,021,545
SURPLUS	\$ 213,484	\$ -	\$ 213,484

These budget amounts are those approved at the Board of Directors' Meeting on November 15, 2012 per Board Resolution No. BD-160/12.

SOUTH NATION RIVER CONSERVATION AUTHORITY
Notes to Financial Statements
Year Ended December 31, 2013

14. COMPARATIVE AMOUNTS

The comparative amounts presented in the financial statements have been reclassified to conform to the current year's presentation.

SOUTH NATION RIVER CONSERVATION AUTHORITY**Science & Research (Schedule 1)****Year Ended December 31, 2013**

	2013	2012
SCIENCE & RESEARCH		
Salaries and employee benefits	\$ 894,160	\$ 975,368
Grants	244,700	289,515
Consultants and legal fees	217,076	245,142
Tree planting material and services	155,496	103,235
Program support	38,347	65,700
Contracted and technical services	34,187	39,608
Travel, training and development	16,347	17,267
Advertising and promotion	11,864	9,683
Supplies	9,843	32,292
Telephone	4,285	5,065
Committee meetings	3,920	22,097
Equipment repairs and maintenance	3,484	23,563
Vehicle	3,350	86
Leases	1,157	20,423
Memberships	838	2,528
Bank charges and interest	588	251
	\$ 1,639,641	\$ 1,851,823

SOUTH NATION RIVER CONSERVATION AUTHORITY
Property Management & Approvals (Schedule 2)
Year Ended December 31, 2013

	2013	2012
PROPERTY MANAGEMENT & APPROVALS		
Salaries and employee benefits	\$ 1,200,011	\$ 1,342,435
Contracted and technical services	93,128	126,114
Consultants and legal fees	60,133	50,767
Grants	50,089	129,604
Vehicle	48,521	41,332
Property taxes and drainage assessment	47,962	41,257
Program support	41,997	54,351
Utilities	39,623	30,916
Equipment repairs and maintenance	32,995	116,851
Travel, training and development	32,544	31,426
Supplies	23,786	11,771
Leases	11,306	11,131
Advertising and promotion	5,455	1,958
Memberships	4,723	5,203
Bank charges and interest	4,559	3,807
Telephone	2,896	8,299
Committee meetings	2,017	4,591
	\$ 1,701,744	\$ 2,011,813

SOUTH NATION RIVER CONSERVATION AUTHORITY
Organization Effectiveness (Schedule 3)
Year Ended December 31, 2013

	2013	2012
ORGANIZATION EFFECTIVENESS		
Salaries and employee benefits	\$ 961,465	\$ 828,803
Board and committee meetings	72,885	60,296
Travel, training and development	70,129	72,224
Consultants, legal and audit fees	61,856	50,637
Contracted and technical services	45,657	31,367
Insurance	44,458	43,678
Telephone	36,763	40,607
Supplies	26,327	32,217
Conservation Ontario levy	26,168	25,329
Advertising and promotion	23,383	30,176
Office	22,807	30,888
Equipment, software, repairs and maintenance	22,196	24,677
Memberships	8,509	7,339
Grants	4,150	5,050
Bank charges and interest	1,182	1,023
Leases	-	250
	\$ 1,427,936	\$ 1,284,561