### FINANCIAL STATEMENTS

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# Clarke Henning LLP

Chartered Accountants

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#### INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF ACTRA NATIONAL

#### **Report on Financial Statements**

We have audited the accompanying financial statements of ACTRA National, which comprise the balance sheets as at February 28, 2013, February 29, 2012 and March 1, 2011 and the statements of operations, net assets and cash flows for the years ended February 28, 2013 and February 29, 2012, and a summary of significant accounting policies and other explanatory information.

#### Management's Responsibility for the Financial Statements

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

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

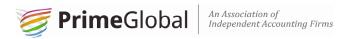
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of ACTRA National as at February 28, 2013, February 29, 2012 and March 1, 2011, and its financial performance and its cash flows for the years ended February 28, 2013 and February 29, 2012 in accordance with Canadian accounting standards for not-for-profit organizations.

Toronto, Ontario June 1, 2013 CHARTERED ACCOUNTANTS Licensed Public Accountants

Clarke Derming LLP



### BALANCE SHEETS

# AS AT FEBRUARY 28, 2013, FEBRUARY 29, 2012 AND MARCH 1, 2011

	February 28, 2013	February 29, 2012	March 1, 2011
ASSETS			
Current assets			
Cash	\$ 3,310,759	\$ 2,666,797	\$ 2,252,587
Marketable security (note 3)	1,505,718	1,331,569	1,260,605
Accounts receivable	170,788	145,793	318,504
Prepaid expenses and deposits	88,457	130,116	66,966
Due from ACTRA Toronto Performers Branch (note 7)	-	174,971	189,805
Due from U.B.C.P. (note 7)	-	-	1,254
Due from ACTRA Performers' Rights Society (note 7)	205,842	240,093	182,333
	5,281,564	4,689,339	4,272,054
Investment in Credit Union (note 4)	218,465	211,918	205,308
Equipment and furniture (note 5)	61,273	121,186	124,367
	279,738	333,104	329,675
	5,561,302	5,022,443	4,601,729
Current liabilities			
Accounts payable and accrued liabilities (note 6)	1,130,520	1,065,614	1,010,480
Accrued vacation pay	66,065	57,116	55,584
Due to Branches (note 7)	2,057,415	1,847,895	1,578,216
Due to ACTRA Toronto Performers Branch (note 7)	81,777	-	-
Due to Alliance of Canadian Cinema, Television and Radio			
Artists (note 7)	4,022	1,922	2,048
The state (note /)			- ,
Due to U.B.C.P. (note 7)	112,604	11,578	-
		11,578 2,984,125	-
Due to U.B.C.P. (note 7)	112,604		2,646,328
Due to U.B.C.P. (note 7)	112,604		2,646,328
Due to U.B.C.P. (note 7)  NET ASSETS	112,604 3,452,403	2,984,125	2,646,328
Due to U.B.C.P. (note 7)  NET ASSETS  Extraordinary contingency fund (note 1)	112,604 3,452,403 2,383	2,984,125	2,646,328
Due to U.B.C.P. (note 7)  NET ASSETS  Extraordinary contingency fund (note 1)  Net assets transferred to Branches	2,383 (521,680)	2,984,125 2,383 (41,435)	-
Due to U.B.C.P. (note 7)  NET ASSETS  Extraordinary contingency fund (note 1)  Net assets transferred to Branches Unappropriated net assets	2,383 (521,680) 2,566,923	2,984,125 2,383 (41,435) 1,956,184	2,646,328 2,383 - 1,828,651

Approved on behalf of the Board:

President

Treasurer

### STATEMENTS OF OPERATIONS

	2013	2012
Income		
Per capita - full members	\$ 3,492,675	\$3,308,969
Per capita - apprentice members	343,125	388,425
Equalization income	1,096,735	1,074,565
Interest income	107,505	97,201
Unrealized (loss) gain on marketable security	70,443	(17,428)
	5,110,483	4,851,732
Expenses		
National council and executive (Schedule A)	161,022	147,856
National committees (Schedule B)	13,992	6,776
National executive director's office (Schedule C)	298,111	269,758
National Organizing Campaign (Schedule D)	64,725	233,227
Bargaining and research (Schedule E)	441,104	447,447
Collective agreements (Schedule F)	228,403	171,557
Policy and communications (Schedule G)	582,286	616,351
Industry relations (Schedule H)	18,285	9,201
External relations (Schedule I)	329,067	318,594
Finance, human resources and administration (Schedule J)	1,094,816	1,076,353
Information services (Schedule K)	629,059	734,849
Occupancy (Schedule L)	403,509	390,564
HST/GST expense	76,513	98,424
Apprentice member credit	143,905	166,068
Donations	20,425	21,000
	4,505,222	4,708,025
Excess of income over expenses before other items	605,261	143,707
Transfer payments to branches	(13,000)	(19,355)
Excess of income over expenses	\$ 592,261	\$ 124,352

### STATEMENTS OF NET ASSETS

	Equ	ested in iipment Turniture		appropriated Net Assets	Tr	Net Assets ansferred to Branches	xtraordinary Contingency Fund	Total 2013	Total 2012
Net assets - at beginning of year	\$	121,186	\$	1,956,184	\$	(41,435)	\$ 2,383	\$ 2,038,318	\$ 1,955,401
Excess of income over expenses		-		592,261		-	-	592,261	124,352
Prior year transfer of net assets to branches		-		(41,435)		41,435	-		-
Transfer of net assets to branches		-		-		(521,680)	-	(521,680)	(41,435)
Purchase of property and equipment		9,747		(9,747)		-	-		-
Depreciation		(69,660)	)	69,660		-	-	-	-
Net assets - at end of year	\$	61,273	\$	2,566,923	\$	(521,680)	\$ 2,383	\$ 2,108,899	\$ 2,038,318

### STATEMENTS OF CASH FLOWS

	2013	2012
Cash flows from operating activities		
Cash receipts from members, non-members and producers	\$ 4,907,540	\$ 4,944,670
Cash paid to employees and suppliers	(4,333,048	
Interest received	107,505	
	681,997	383,091
Cash flows from financing activity		
Advances from related organizations	81,965	198,024
Cash flows from investing activities		
Purchase of equipment and furniture	(9,747	(71,903)
Purchase of marketable security	(103,700	(88,392)
Purchase of investment in Credit Union	(6,547	(6,610)
	(120,000	(166,905)
Change in cash during the year	643,962	414,210
Cash - at beginning of year	2,666,797	2,252,587
Cash - at end of year	\$ 3,310,759	\$ 2,666,797

#### NOTES TO THE FINANCIAL STATEMENTS

#### YEARS ENDED FEBRUARY 28, 2013 AND FEBRUARY 29, 2012

ACTRA National is a federation of branches and local unions, national in scope, representing performers in live transmission and recorded media.

ACTRA National is a not for profit organization and, as such, is generally exempt from income taxes.

#### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared using Canadian accounting standards for not-for-profit organizations. These standards are in accordance with Canadian generally accepted accounting principles and include the following accounting policies:

#### Basis of Presentation

These financial statements include only the operations carried on by ACTRA National. They do not include the assets, liabilities, income and expenses of the autonomous branches, including those administered by ACTRA National in trust for those branches. Separate financial statements have been prepared for the branches.

#### Financial Instruments

The Organization initially measures its financial assets and liabilities at fair value except for those resulting from certain non-arms length transactions. The Organization subsequently measures all its financial assets and financial liabilities at amortized cost except for marketable securities that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the Statement of Operations.

Financial assets and liabilities measured at amortized cost include cash, accounts receivable, advances to/from related organizations, investment in credit union, accounts payable and accrued liabilities and accrued vacation pay.

Amounts due to/from related organizations are measured at exchange cost (see note 7).

#### Equipment and Furniture

Equipment and furniture are recorded at cost and amortized over their estimated useful lives on a straight line basis as follows:

Computer equipment 3 years Computer software 5 years Furniture and fixtures 5 years

Leasehold improvements - over the term of the lease of ten years

The above rates are reviewed annually to ensure they are appropriate. Any changes are adjusted for on a prospective basis. If there is an indication that the assets may be impaired, an impairment test is performed that compares carrying amount to net recoverable amount. There were no impairment indicators in 2013.

#### Revenue Recognition

Members' fees are recorded as revenue in the year to which they relate. Fees for member and apprentice per capita charges are recorded as invoiced. Equalization and interest income are recorded as earned.

#### NOTES TO THE FINANCIAL STATEMENTS

#### YEARS ENDED FEBRUARY 28, 2013 AND FEBRUARY 29, 2012

#### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### Extraordinary Contingency Fund

In 1998 an extraordinary contingency fund was established to provide for organizing, bargaining and negotiations, extraordinary meetings of ACTRA National and legal counsel. The fund was financed through voluntary contributions of 5% of non-member work permit income from the branches/local unions. Subsequent to the 2002 fiscal year, no additional contributions have been made to the fund.

#### Use of Estimates

The preparation of the Organization's financial statements in conformity 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, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from these estimates, the impact of which would be recorded in future periods.

#### 2. IMPACT OF THE CHANGE IN THE BASIS OF ACCOUNTING

Effective March 1, 2012, the Organization adopted the requirements of the Canadian Institute of Chartered Accountant's Handbook and has adopted Canadian Accounting Standards for Not-for-Profit Organizations. ("NPO Standards"). This accounting framework is in accordance with Canadian generally accepted accounting principles (GAAP). These are the first financial statements prepared in accordance with this framework which has been applied retrospectively. The accounting policies set out in the summary of significant accounting policies have been applied in preparing the financial statements as at February 28, 2013 and for the year then ended and the comparative information presented in these financial statements as at February 29, 2012 and for the year then ended and in the preparation of an opening balance sheet at March 1, 2011.

The Organization previously issued financial statements for the year ended February 29, 2012 using pre-changeover accounting standards which are the standards applied by the Organization prior to its adoption of NPO Standards. The adoption of NPO Standards had no impact on the previously reported assets, liabilities and net assets of the Organization, and accordingly, no adjustments were required in the comparative balance sheets, statements of operations, net assets and cash flows. Certain of the comparative presentation and disclosures included in the notes to these financial statements reflect the new presentation and disclosure requirements of the NPO Standards.

#### NOTES TO THE FINANCIAL STATEMENTS

#### YEARS ENDED FEBRUARY 28, 2013 AND FEBRUARY 29, 2012

#### 3. MARKETABLE SECURITY

Details of marketable security is as follows:

Units				Fair Value					
February 28, 2013			-	February 28, 2013	March 1, 2011				
113,811	105,680	124,566	Mutual Fund: CI Signature High Income Fund	\$ 1,505,718	\$ 1,331,56	9 \$ 1,260,605			

### Investment Risk Management

Risk management relates to the understanding and active management of risks associated with all areas of the Organization's activities and operations. Marketable securities are primarily exposed to interest and price risks. The Organization has formal policies and procedures for investment transactions and marketable securities are bought/sold on the advice of portfolio managers.

#### Interest Rate Risk

Interest rate risk arises from the possibility that changes in interest rates will affect the value of marketable security held by the Organization. The value of the fixed income securities held by the mutual fund will generally rise if interest rates fall and decrease if interest rates rise.

#### Price Risk

The Organization is exposed to price risk, which is the potential loss that the Organization may incur with respect to the changes in fair value of marketable securities. The fair value of marketable securities will fluctuate because of changes in market price whether those changes are caused by factors specific to the individual securities, or issuers or factors affecting all securities traded in the market.

#### 4. INVESTMENT IN CREDIT UNION

On November 18, 2008, the Organization purchased 200,000 Class B Investment shares in the Creative Arts Savings & Credit Union for \$200,000, pursuant to an Offering Statement dated July 31, 2008. The Class B shares are non-cumulative, non-voting, and non-participating special shares. These shares may not be sold, but may be redeemed at the owner's discretion, subject to approval of the Board of Directors of the Credit Union. Total redemption of shares permitted in any year is 10% of the outstanding shares at the beginning of the year. Shares may be transferred to other members of the Credit Union with the approval of the Board of Directors.

These shares are carried at amortized cost plus dividends re-invested. The fair value of the investment in Credit Union is not readily determinable.

#### NOTES TO THE FINANCIAL STATEMENTS

#### YEARS ENDED FEBRUARY 28, 2013 AND FEBRUARY 29, 2012

#### 5. EQUIPMENT AND FURNITURE

Details of equipment and furniture are as follows:

				1	Vet B	ook Value		
	Cost	ccumulated epreciation	F	ebruary 28, 2013	Fe	bruary 29, 2012	Λ	1 Aarch 1, 2011
Computer equipment Computer software Furniture and fixtures Leasehold improvements	\$ 880,510 188,097 231,280 17,195	\$ 848,922 172,882 229,563 4,442	\$	31,588 15,215 1,717 12,753	\$	62,793 42,062 1,859 14,472	\$	63,904 39,199 5,072 16,192
	\$ 1,317,082	\$ 1,255,809	\$	61,273	\$	121,186	\$	124,367

Computer system development costs that relate to new functions are capitalized and amortized over five years. These costs are classified as computer software.

#### 6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities include government remittances totalling \$13,214 at February 28, 2013 (\$6,302 at February 29, 2012 and \$3,786 at March 1, 2011).

#### 7. RELATED PARTY TRANSACTIONS

ACTRA National is related to ACTRA Performers Rights Society ("APRS"), Contracted Services of ACTRA Branches ("Regional Branches"), ACTRA Toronto and Union of BC Performers/ACTRA ("UBCP") in that they have common voting membership and with the Alliance of Canadian Cinema, Television and Radio Artists (the "Alliance") in that they have common management. All these related organizations are not-for-profit organizations.

APRS acts as a collection agency for members and non-members of ACTRA and others with respect to Use Fees, residuals, royalties and other benefits either negotiated or otherwise payable to those persons.

Upon agreement with the various local ACTRA branches, ACTRA National provides administration and financial services to those branches.

ACTRA is a federation of autonomous Branches/Local Unions ("Branches"), national in scope representing performers in live transmission, new and recorded media.

In the normal course of business, ACTRA National, APRS and the Branches share common costs.

ACTRA National also makes transfer payments and distributions to the Branches and the Alliance.

These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the parties.

### NOTES TO THE FINANCIAL STATEMENTS

### YEARS ENDED FEBRUARY 28, 2013 AND FEBRUARY 29, 2012

### 7. RELATED PARTY TRANSACTIONS (continued)

Details of related party balances and transactions are as follows:

	Bala	nce O	utstanding A	As A	t
	February 28 2013	, Fe	bruary 29, 2012	Λ	1arch 1, 2011
Accept districts					
	\$ 205,842	\$	240,093	\$	182,333
	(2,057,415		(1,847,895)		1,578,216
	(81,777		174,971	(	189,805
	(112,604		(11,578)		1,254
Due to Alliance of Canadian Cinema, Television and Radio Artists	(4,022		(1,922)		(2,048
	\$ (2,049,976	) \$(	(1,446,331)	\$(	1,206,872
			Transactio	on V	alue
		Fe	bruary 29,		bruary 28,
			2013		2012
Distribution of surplus					
		\$	115,217	\$	8,805
			290,098		23,193
Distribution of surplus ACTRA Branches ACTRA Toronto Performers Branch U.B.C.P.			116,365		9,437
			521,680		41,435
			13,000		19,355
Alliance of Canadian Cinema, Television and Radio Artis	sts		11,200		6,450
		\$	24,200	\$	25,805

The advances to and from related organizations are non-interest bearing and due on demand.

#### NOTES TO THE FINANCIAL STATEMENTS

#### YEARS ENDED FEBRUARY 28, 2013 AND FEBRUARY 29, 2012

#### 8. LEASE COMMITMENTS

The Organization has commitments under operating leases for premises and equipment. The premises lease expires on July 31, 2020. The minimum annual payments under the leases are as follows:

		Premises	Eg	quipment	Total
Fiscal year	2014	\$ 139,000	\$	27,600	\$ 166,600
	2015	139,800		9,800	149,600
	2016	152,900		-	152,900
	2017	163,400		-	163,400
	2018	164,300		-	164,300
	2019 and thereafter	397,100		-	397,100
		\$ 1,156,500	\$	37,400	\$ 1,193,900

In addition, the Organization is obligated to pay operating costs for its office space. The operating costs paid for the current year were approximately \$145,000 (\$141,000 - 2012).

#### 9. FINANCIAL INSTRUMENTS

The Organization is exposed to various risks through its financial instruments. The following analysis provides a measure of the Organization's risk exposure at the balance sheet date.

#### Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization's main credit risks relate to accounts receivable. The Organization mitigates credit risk by monitoring the accounts on a regular basis.

#### Liquidity Risk

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. The Organization is exposed to this risk mainly in respect of its accounts payable. The Organization expects to meet these obligations as they come due by generating sufficient cash flows from operations.

#### Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Organization is not exposed to currency risk and interest rate and price risks are disclosed in note 3.

#### NOTES TO THE FINANCIAL STATEMENTS

#### YEARS ENDED FEBRUARY 28, 2013 AND FEBRUARY 29, 2012

#### 10. GUARANTEES AND INDEMNITIES

The Organization has indemnified its past, present and future directors, officers and employees against expenses (including legal expenses), judgments and any amount actually or reasonably incurred by them in connection with any action, suit or proceeding, subject to certain restrictions. The Organization has purchased directors' and officers' liability insurance to mitigate the cost of any potential future suits and actions, but there is no guarantee that the coverage will be sufficient should any action arise.

In the normal course of business, the Organization has entered into agreements that include indemnities in favour of third parties, either express or implied, such as in service contracts, lease agreements and purchase contracts. In these agreements, the Organization agrees to indemnify the counterparties in certain circumstances against losses or liabilities arising from the acts or omissions of the Organization. The maximum amount of any potential liability cannot be reasonably estimated.

### SCHEDULES OF OPERATING EXPENSES

	2013		2012
National Council and Evacutive	C.J.	. J I .	4
National Council and Executive	Scho	edule A	4
National council			
Meeting costs	\$ 27,754		27,243
Councilor travel costs	28,648		35,332
Officer expenses	4,243		6,945
Senior staff expenses	4,722		7,538
	65,367		77,058
National executive			
Meeting costs	16,585		7,075
Officer expenses	4,800		783
Senior staff expenses	6,328		550
	27,713		8,408
Officers and senior staff meetings			
Meeting costs	284		410
Officer expenses	101		209
	385		619
Honoraria	54,879		49,000
Officer expenses - other	12,678		12,771
Total	161,022		147,856
National Committees	Scho	edule 1	В
Finance committee meetings	199		108
Stunt committee	4,147		-
Women's committee	4,680		2,785
Archives committee	-		222
Other committees	136		80
Diversity committee	4,830		3,581
	\$ 13,992	\$	6,776

### SCHEDULES OF OPERATING EXPENSES

### YEARS ENDED FEBRUARY 28, 2013 AND FEBRUARY 29, 2012

	2	013	2012
National Executive Director's Office		Schedu	ıle C
Salaries	<b>\$</b> 22		\$ 209,626
RRSP	•	27,331	24,908
General benefits		9,170	18,967
		4,430	253,501
National executive director expenses		9,702	9,552
Regional director expenses	1	3,979	6,705
	29	8,111	269,758
National Organizing Campaign		Schedu	ıle D
Communications		-	21
Legal Fund		-	5,000
Organizers	5	6,250	225,000
Travel	•	-	735
Meetings		4,225	2,471
Stunt Community Liaison/Consultant		4,250	-
	(	64,725	233,227
Bargaining and Research		Schedu	ıle E
Salaries	32	24,262	328,814
RRSP		32,736	32,577
General benefits		54,117	64,122
		21,115	425,513
Director expenses	1	1,022	11,203
Research materials & projects		8,967	10,731
	<b>\$ 4</b> 4	1,104	\$ 447,447

### SCHEDULES OF OPERATING EXPENSES

	2013		2012
	<i>a</i> .		
ollective Agreements	Sci	edule	F
CBC - Negotiations	\$ 1,00	3 \$	2,019
- Senior staff expenses	1	3	-
	1,01	6	2,019
Commercials - Negotiations	-		62,850
- Officer expenses	-		1,600
- Senior staff expenses	-		24,821
- Administration	7,02	5	(14
- Legal	6,67		4,855
- Printing	14,21	5	31,846
- Timoning	27,91	6	125,958
IPA - Officer expenses	1,34	2	20
- Negotiation costs	144,44		-
- Senior staff expenses	15,28	0	152
- Administration	37	0	7,342
- Legal	18,12	6	10,749
- Printing	18,64	5	18,680
	198,21	2	36,943
Other - Negotiations	65	7	6,076
- Senior staff expenses	2	4	78
- Administration	57	8	483
	1,25	9	6,637
	\$ 228,40	3 \$	171,557

### SCHEDULES OF OPERATING EXPENSES

		2013		2012
Policy and Communications		Schedule G		
•	ф			
Salaries RRSP	\$	236,380	\$	213,992
General benefits		20,552 42,605		18,726 41,545
General benefits		299,537		274,263
Disease		·		
Director expenses		19,862		21,747
Lobbying expenses		50,353 2,660		100,617
President's expenses				1,038
		72,875		123,402
ACTRA magazine		92,921		87,708
Advertising		6,270		9,360
Sponsorships		41,910		32,707
Promotional materials		5,955		9,818
Administrative services		17,053		12,244
Publications		3,469		14,187
ACTRA awards		32,858		19,019
Public relations officer's expenses		4,649		2,972
Policy consultant		4.700		7,641
ACTRA website		4,789		23,030
		209,874		218,686
		582,286		616,351
Industry Relations		Schedule H		
Banff world television festival		8,123		-
CMPA Prime Time Annual Conference		4,046		6,005
Broadcast Summit		6,116		3,196
		18,285		9,201
External Relations		Sche	dule .	 I
FIA affiliation fees		36,275		37,386
CLC affiliation fees		171,000		170,999
CLC committee and travel		6,166		75,265
Officer expenses - FIA		9,495		5,691
- FIANA		3,023		-
- SAG/AFTRA		5,302		5,683
- WIPO-WTO		4,330		-
Senior staff expenses - FIA		2,608		2,879
- FIANA		4,287		-
- SAG/AFTRA		10,754		10,495
- WIPO/WTO		14,356		6,631
Special projects consultant		60,412		-
Other		1,059		3,565
	\$			318,594

### SCHEDULES OF OPERATING EXPENSES

	2013		2012	
Finance, Human Resources and Administration	Sch	Schedule J		
Salaries	\$ 614,700	\$	597,573	
RRSP	65,453		60,492	
General benefits	114,787	7	116,143	
	794,940	)	774,208	
National Director of Finance and Administration expenses	1,438	3	1,515	
Printing	21,530		20,726	
Professional fees	300		2,684	
Auditing fees	12,805	5	11,577	
Legal fees	1,656	6	3,648	
Staff conference	18,075	5	17,949	
Staff recruitment	2,577	7	_	
Staff training	3,440	)	5,457	
Staff appreciation	2,229	)	1,474	
Bank charges	11,054	ļ	9,245	
Administration arrangement fee	213,572	2	221,420	
Alliance debt reduction	11,200	)	6,450	
	299,876	5	302,145	
	1,094,816	Ó	1,076,353	

Information Services	Sch	Schedule K	
Salaries RRSP General benefits	379,21 35,62 72,74	7	371,311 35,346 71,969
	487,58	0	478,626
Maintenance	2,53	3	2,840
Software	21,88		10,416
Hardware	3,95		3,764
Supplies	4,97	8	2,733
Network costs	35,46	5	34,228
Depreciation - computer equipment and systems	67,12	8	70,153
Consulting fees	_		130,884
IT Director expenses	4,11	1	-
IT steering committee	1,42	7	1,205
	141,47	9	256,223
	\$ 629,05	9 \$	734,849

### SCHEDULES OF OPERATING EXPENSES

	2013		2012
Occupancy	Schedule L		
Rent	\$ 275,258	\$	267,316
Telephone	21,914		19,576
Insurance	32,356		31,620
Supplies and miscellaneous	11,747		12,120
Postage	24,975		20,862
Courier	9,215		11,541
Furniture, fixtures and repairs	1,968		1,693
Equipment rental & leases	23,543		20,904
Depreciation - furniture and fixtures	2,533		4,932
	\$ 403,509	\$	390,564