



**Non-Consolidated Financial Statements**  
For the year ended February 28, 2021

**Canadian Wildlife Federation**  
**Non-Consolidated Financial Statements**  
For the year ended February 28, 2021

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## **Independent Auditor's Report**

### **To the Members of the Canadian Wildlife Federation**

#### *Opinion*

We have audited the non-consolidated financial statements of the Canadian Wildlife Federation (the "Federation"), which comprise the non-consolidated balance sheet as at February 28, 2021, and the non-consolidated statements of operations, changes in net assets and cash flows for the year then ended, and notes to the non-consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying non-consolidated financial statements present fairly, in all material respects, the non-consolidated financial position of the Federation as at February 28, 2021, and its non-consolidated results of operations and its non-consolidated cash flows for the year then ended, in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

#### *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 Non-Consolidated Financial Statements section of our report. We are independent of the Federation in accordance with the ethical requirements that are relevant to our audit of the non-consolidated 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.

#### *Other Matter*

The Federation has also prepared consolidated financial statements for the year ended February 28, 2021 in accordance with Canadian Accounting Standards for Not-for-Profit Organizations using the permitted consolidation in lieu of non-consolidation with the alternative financial statement note disclosure option, on which we issued an unmodified opinion in our report dated June 18, 2021.

#### *Responsibilities of Management and Those Charged with Governance for the Non-Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of the non-consolidated 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 non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, management is responsible for assessing the Federation'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 Federation or to cease operations, or has no realistic alternative but to do so.

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

*Auditor's Responsibilities for the Audit of the Non-Consolidated Financial Statements*

Our objectives are to obtain reasonable assurance about whether the non-consolidated 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 non-consolidated 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 non-consolidated 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 Federation'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 Federation'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 non-consolidated 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 Federation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the non-consolidated financial statements, including the disclosures, and whether the non-consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

*Baker Tilly Ottawa LLP*

Chartered Professional Accountants, Licensed Public Accountants  
June 18, 2021  
Ottawa, Ontario

## Canadian Wildlife Federation Non-Consolidated Balance Sheet

(Tabular amounts expressed in thousands of dollars)

<b>February 28</b>	<b>2021</b>	<b>2020</b>
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(With comparative figures for the year ended February 29, 2020)

### Assets

#### Current

Cash and cash equivalents (Note 1)	\$ 9,217	\$ 5,987
Accounts receivable (Note 2)	632	943
Prepaid expenses	233	154
	10,082	7,084
Investments (Note 3)	9,058	5,167
Restricted investment (Note 4)	200	200
Tangible capital assets (Note 5)	3,311	3,146
Deferred donor acquisition costs (Note 6)	763	850
	\$ 23,414	\$ 16,447

### Liabilities and Net Assets

#### Current

Accounts payable and accrued liabilities	\$ 1,973	\$ 1,564
Current portion of magazine publications obligations	189	119
Deferred program revenue (Note 11)	3,944	1,176
	6,106	2,859
Magazine publications obligations	121	75
Deferred contributions related to tangible capital assets (Note 8)	315	-
	6,542	2,934

#### Net assets

Restricted for endowment purposes (Notes 4 and 9)	200	200
Internally restricted reserves (Note 9)		
Invested in tangible capital assets	2,996	3,146
Invested in deferred donor acquisition costs	763	850
Capital assets replacement	250	250
Working capital	4,334	4,337
Programs	1,457	1,217
Designated programs	6,754	3,435
Net unrealized gain on investments (Note 3)	118	78
	16,872	13,513
	\$ 23,414	\$ 16,447

On behalf of the Board:

Guy Vézina, President

David Pezderic, Treasurer

The accompanying summary of significant accounting policies, notes and schedule are an integral part of these non-consolidated financial statements.

# Canadian Wildlife Federation

## Non-Consolidated Statement of Changes in Net Assets

(Tabular amounts expressed in thousands of dollars)

For the year ended February 28, 2021

	Internally Restricted Reserves											
	Restricted for Endowment Purposes	Invested in Tangible Capital Assets	Invested in Deferred Donor Acquisition Costs	Capital Assets Replace- ment	Working Capital	Programs	Designated Programs	Net Unrealized Gain on Investments	Unrestricted	Total		
Balance, beginning of year	\$ 200	\$ 3,146	\$ 850	\$ 250	\$ 4,337	\$ 1,217	\$ 3,435	\$ 78	\$ -	\$ 13,513		
Excess (deficiency) of revenue over expenses for the year	-	(281)	(1,167)	-	-	-	-	40	4,767	3,359		
Investment in tangible capital assets purchased with unrestricted net assets	-	479	-	-	-	-	-	-	(479)	-		
Contributions related to tangible capital assets (Note 8)	-	(348)	-	-	-	-	-	-	348	-		
Investment in donor acquisition costs	-	-	1,080	-	-	-	-	-	(1,080)	-		
Transfers related to other internally imposed restrictions	-	-	-	-	(3)	240	3,319	-	(3,556)	-		
Balance, end of year	\$ 200	\$ 2,996	\$ 763	\$ 250	\$ 4,334	\$ 1,457	\$ 6,754	\$ 118	\$ -	\$ 16,872		

# Canadian Wildlife Federation

## Non-Consolidated Statement of Changes in Net Assets (continued)

(Tabular amounts expressed in thousands of dollars)

For the year ended February 29, 2020

	Internally Restricted Reserves											
	Restricted for Endowment Purposes	Invested in Tangible Capital Assets	Invested in Deferred Donor Acquisition Costs	Capital Assets Replace- ment	Working Capital	Programs	Designated Programs	Net Unrealized Gain (Loss) on Investments	Unrestricted	Total		
Balance, beginning of year	\$ 200	\$ 2,630	\$ 746	\$ 250	\$ 4,004	\$ 2,170	\$ 2,895	\$ (98)	\$ -	\$ 12,797		
Excess (deficiency) of revenue over expenses for the year	-	(262)	(1,231)	-	-	-	-	176	2,033	716		
Investment in tangible capital assets purchased with unrestricted net assets	-	778	-	-	-	-	-	-	(778)	-		
Investment in donor acquisition costs	-	-	1,335	-	-	-	-	-	(1,335)	-		
Transfers related to other internally imposed restrictions	-	-	-	-	333	(953)	540	-	80	-		
Balance, end of year	\$ 200	\$ 3,146	\$ 850	\$ 250	\$ 4,337	\$ 1,217	\$ 3,435	\$ 78	\$ -	\$ 13,513		

## Canadian Wildlife Federation

### Non-Consolidated Statement of Operations

(Tabular amounts expressed in thousands of dollars)

<b>For the year ended February 28</b>	<b>2021</b>	<b>2020</b>
(With comparative figures for the year ended February 29, 2020)		
<b>Revenue</b>		
Donations	\$ 14,394	\$ 12,502
Bequests	1,476	1,097
Contributed services (Note 15)	7,369	6,566
Programs (Notes 4,11 and 12)	8,382	4,371
Magazine publications (Note 13)	386	364
Investment income realized	217	168
Amortization of deferred contributions related to tangible capital assets (Note 8)	33	-
Other	114	104
	<b>32,371</b>	<b>25,172</b>
<b>Expenses (Schedule)</b>		
Programs		
Conservation/education programs (Notes 14 and 15)	22,673	18,363
Magazine publications	498	500
Support services		
Fundraising (Note 14)	4,053	3,905
General and administrative	1,923	1,934
Magazine publications	42	28
	<b>29,189</b>	<b>24,730</b>
<b>Excess of revenue over expenses for the year before undernoted items</b>	<b>3,182</b>	<b>442</b>
<b>Transfer from the Canadian Wildlife Foundation (Note 11)</b>	<b>137</b>	<b>98</b>
<b>Unrealized gain on investments (Note 3)</b>	<b>40</b>	<b>176</b>
<b>Excess of revenue over expenses for the year</b>	<b>\$ 3,359</b>	<b>\$ 716</b>



## Canadian Wildlife Federation

### Non-Consolidated Statement of Cash Flows

(Tabular amounts expressed in thousands of dollars)

<b>For the year ended February 28</b>	<b>2021</b>	<b>2020</b>
(With comparative figures for the year ended February 29, 2020)		
<b>Cash flows from (used in) operating activities</b>		
Excess of revenue over expenses for the year	\$ 3,359	\$ 716
Adjustments for		
Amortization of deferred contributions related to tangible capital assets (Note 8)	(33)	-
Amortization of tangible capital assets	314	262
Amortization of donor acquisition costs	1,167	1,231
Net change on investment in life insurance policy (Note 3)	(9)	-
Net realized loss on sale of investments	-	35
Net change in unrealized gain on investments (Note 3)	(40)	(176)
	<b>4,758</b>	<b>2,068</b>
Changes in non-cash operating balances (Note 10)	<b>3,525</b>	<b>358</b>
	<b>8,283</b>	<b>2,426</b>
<b>Cash flows from financing activities</b>		
Contributions related to tangible capital assets (Note 8)	<b>348</b>	-
<b>Cash flows from (used in) investing activities</b>		
Net proceeds on sale (purchase) of investments	(3,842)	(343)
Acquisition of tangible capital assets	(479)	(778)
Donor acquisition costs capitalized	(1,080)	(1,335)
Accounts payable related to tangible capital assets	-	315
	<b>(5,401)</b>	<b>(2,141)</b>
<b>Increase in cash and cash equivalents during the year</b>	<b>3,230</b>	<b>285</b>
<b>Cash and cash equivalents, beginning of year (Note 1)</b>	<b>5,987</b>	<b>5,702</b>
<b>Cash and cash equivalents, end of year (Note 1)</b>	<b>\$ 9,217</b>	<b>\$ 5,987</b>

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## Canadian Wildlife Federation

### Summary of Significant Accounting Policies

February 28, 2021

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#### Nature of Organization

The Canadian Wildlife Federation (the "Federation") was continued under the Canada Not-for-profit Corporations Act (the "Act") effective August 21, 2014 as Canadian Wildlife Federation Fédération canadienne de la faune. In accordance with the Federation's Articles of Continuance ("Articles") under the Act, the purposes of the Federation are:

- To perpetuate sustainable populations of wildlife so that they may be readily available for the use and enjoyment of current and future generations;
- To conduct, organize and participate in conservation projects designed to conserve wildlife and its habitat;
- To provide information, educate and increase the public's understanding of wildlife conservation through various activities, including healthful outdoor recreation, in order to enhance the public's ability to conserve wildlife and its habitat; and
- To conduct research relating to wildlife, its habitat and the environment and to disseminate the results of such research.

The Federation's Articles establish one class of members. The Articles also require that any property remaining on liquidation of the Federation, after the discharge of its liabilities, shall be distributed to one or more qualified donees within the meaning of the Income Tax Act (Canada).

The Federation is a registered charity and as such is exempt from income taxes and may issue official receipts for income tax purposes to donors.

The Federation derives its funding from a broad base of supporters. The Federation publishes and distributes magazines focusing on wildlife issues which comprise a major part of its education program. It also publishes other educational and information material, and sells nature materials designed to foster an awareness and understanding of conservation generally. In addition, the Federation undertakes research on specific conservation issues of the day as well as fulfilling an advocacy role on behalf of Canadians concerned about wildlife and the environment.

#### Basis of Presentation

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations ("ASNPO") which are part of Canadian generally accepted accounting principles and include the following significant accounting policies. As a permitted option under ASNPO, these financial statements are prepared on a non-consolidated basis (see Note 11 to these non-consolidated financial statements).

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## Canadian Wildlife Federation

### Summary of Significant Accounting Policies

February 28, 2021

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#### **Basis of Presentation (continued)**

The Federation has also prepared consolidated financial statements for the year ended February 28, 2021 in accordance with Canadian Accounting Standards for Not-for-Profit Organizations using the permitted consolidation in lieu of non-consolidation with the alternative financial statement note disclosure option. These consolidated financial statements are available on request.

#### **Use of Estimates**

The preparation of non-consolidated 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 non-consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates and assumptions 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 period in which they become known.

Significant estimates include assumptions used in estimating the fair value of financial instruments; in establishing the useful lives and related amortization of tangible capital assets; in estimating the amount, amortization period and future benefit of deferred donor acquisition costs; in estimating provisions for accrued liabilities; in estimating the value of contributed services; and in estimating expense allocations.

#### **Financial Instruments**

Financial instruments are financial assets or financial liabilities of the Federation where, in general, the Federation has the right to receive cash or another financial asset from another party or the Federation has the obligation to pay another party cash or other financial assets.

##### *Measurement of financial instruments*

The Federation initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions, which are measured at the exchange amount.

The Federation subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity and other instruments that are quoted in an active market, which are measured at fair value.

Financial assets measured at amortized cost include cash, certain cash equivalents and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities. Financial assets measured at fair value include certain cash equivalents and investments. There are no financial liabilities measured at fair value.

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## Canadian Wildlife Federation

### Summary of Significant Accounting Policies

February 28, 2021

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#### Financial Instruments (continued)

##### Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in operations.

##### Transaction costs

The Federation recognizes its transaction costs in operations in the period incurred. However, the financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

#### Foreign Currency

Transactions during the year in a foreign currency have been converted in the accounts to Canadian dollars at the exchange rate in effect on the transaction date. All monetary assets in a foreign currency have been converted to Canadian dollars at the exchange rate in effect on the respective year-end date. Gains or losses resulting therefrom are included in the determination of the excess (deficiency) of revenue over expenses for the respective year.

#### Revenue Recognition

The Federation follows the deferral method of accounting for contributions. Restricted contributions, including government contributions and other program funding, are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions, including donations and bequests, are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets.

Grants and if applicable, donations, with respect to the acquisition of capital assets that will be amortized are deferred in the non-consolidated balance sheet and amortized to revenue in the non-consolidated statement of operations on the same basis as the related capital asset is amortized to expense in the non-consolidated statement of operations. Grants and if applicable, donations, with respect to the acquisition of capital assets that will not be amortized, which includes land held for development, are direct increases of net assets in the non-consolidated statement of changes in net assets.

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## Canadian Wildlife Federation

### Summary of Significant Accounting Policies

February 28, 2021

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#### Revenue Recognition (continued)

Magazine publications fees are initially recorded as magazine publications obligations in the non-consolidated balance sheet and the revenue derived therefrom is recognized over the term of the related magazine subscription.

Fair value changes for investments are recognized in the non-consolidated statement of operations, or as a component of deferred contributions in the non-consolidated balance sheet if the investment income is restricted, as appropriate.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. The balance of investment income or loss is recognized as revenue.

Other revenue includes royalties, commissions, merchandise sales and other sundry sources. Other revenue is recognized when the transaction takes place to the extent that the amount to be received can be reasonably estimated and collection is reasonably assured.

#### Contributed Assets, Materials and Services

Contributed assets, materials and services which are used in the normal course of the Federation's operations and would otherwise have been purchased are recorded at their fair value at the date of contribution if their fair value can be reasonably estimated. Certain contributed assets and services are recognized in these non-consolidated financial statements.

The Federation has recognized contributed (donated) land held for development.

The Federation has recognized contributed services in relation to public service announcement ("PSA") distribution services received.

In addition, the Board of Directors volunteer their time to assist the Federation in carrying out its service delivery activities. Because of the difficulty of determining the fair value of these services, they are not recognized in these non-consolidated financial statements.

#### Cash and Cash Equivalents

For purposes of the Federation's non-consolidated statement of cash flows, cash and cash equivalents are defined as bank balances; demand deposits; and short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Normally only non-equity investments with a maturity of 90 days or less from their date of acquisition would be considered a cash equivalent, otherwise they would be considered an investing activity. In addition, bank overdrafts would only be considered a cash equivalent if they are repayable on demand

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## Canadian Wildlife Federation

### Summary of Significant Accounting Policies

February 28, 2021

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#### Cash and Cash Equivalents (continued)

and form an integral part of the Federation's cash management, whereby the bank balance fluctuates frequently from positive to overdrawn, otherwise they would be considered a financing activity.

#### Capital Assets

Tangible capital assets are recorded at cost. Donated tangible capital assets are recorded at fair value on the date of the contribution, when it can be reasonably determined. Amortization is based on the estimated useful life of the asset and is provided as follows:

Building	40 years straight-line basis
Building improvements	Straight line basis over the remaining building life
Computer equipment	3 years straight-line basis
Office equipment	5 years straight-line basis
Office furniture	10 years straight-line basis

The Federation reviews the useful life of its tangible capital assets on an ongoing basis considering events or changes in circumstances.

When conditions indicate that a tangible capital asset is impaired, the net carrying amount of the capital asset is written down to the asset's fair value or replacement cost, and is recognized as an expense in the non-consolidated statement of operations at that time. A write-down is not reversed in subsequent years.

Intangible capital assets being computer software are charged to the non-consolidated statement of operations as an expense in the year of acquisition.

#### Donor Acquisition Costs

Donor acquisition costs are an intangible asset. Costs to acquire new donors are amortized over a three year period, which represents the expected future benefits of these costs, using the sum of the years' digits method.

Deferred donor acquisition costs are tested for impairment when events or changes in circumstances indicate that its carrying value may not be recoverable. The write-down is recognized as an expense in the non-consolidated statement of operations. A write-down is not reversed in subsequent years.

#### Expense Allocations

The Federation engages in conservation/education, magazine publications and fundraising programs. The costs of each program include expenses that are directly related to providing the programs as well as indirect costs allocated among specific programs. The Federation also incurs general and administrative expenses directly related to the support of these programs. The Federation's general and administrative support expenses are not allocated to programs as an indirect cost.

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## Canadian Wildlife Federation

### Summary of Significant Accounting Policies

February 28, 2021

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**Expense Allocations  
(continued)**

Both the conservation/education and fundraising programs include the use of the same materials, brochures and mailings. The cost of materials and brochures used directly by the conservation/education programs and the fundraising program is included in each program. Some of the materials and brochures included in fundraising campaigns are also mailed to individuals who have been identified as beneficiaries of the conservation/education programs. A portion of the cost of these specific materials and brochures has been allocated from the fundraising programs to the conservation/education programs based on the estimated percentage of space of print dedicated to conservation/educational information in the specific material mailed.

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

#### February 28, 2021

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(With comparative figures for the year ended February 29, 2020)

#### 1. Cash and Cash Equivalents

	2021	2020
Cash	\$ 2,935	\$ 439
Cash - savings account	6,282	5,548
	<u>\$ 9,217</u>	<u>\$ 5,987</u>

Cash accounts are held in Canadian financial institutions and bear interest. The savings account bears interest on an escalating tiered basis which at year-end was an average of 0.45% (2020 - 1.95%).

#### Credit Facilities

The Federation has available an undrawn operating line of credit with Toronto Dominion bank in the amount of \$500,000 at an interest rate of the bank's prime rate plus 0.25%. This line of credit is secured by a General Security Agreement providing the bank first charge on its personal property.

In addition the Federation has credit facilities in the form of corporate credit cards for which it has available to it a total of \$535,000 (2020 - \$685,000) of which the Federation had \$351,000 (2020 - \$286,000) in issued cards in circulation at year-end. Approximately \$51,000 (2020 - \$83,000) of these credit card facilities was utilized at year-end and is included in accounts payable and accrued liabilities.

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#### 2. Accounts Receivable

	2021	2020
Operating	\$ 336	\$ 572
Government remittances receivable	170	224
Due from the Canadian Wildlife Foundation (Note 11)	126	147
	<u>\$ 632</u>	<u>\$ 943</u>

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

#### February 28, 2021

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(With comparative figures for the year ended February 29, 2020)

#### 3. Investments

Investments are comprised of fixed income Canadian government, provincial and corporate bonds, other fixed income securities and Canadian preferred shares. The effective weighted interest rate of all of the investments at year-end is 2.59% (2020 - 2.83%). These investments are marketable securities and can be readily liquidated if necessary.

The carrying value of investments reflects their current market value. Throughout the 2021 fiscal year, net unrealized gains and losses resulting from the application of the financial instruments standards described in the summary of significant accounting policies amounted to a net unrealized gain of \$40,000 (2020 - \$176,000) which is recorded in the non-consolidated statement of operations.

The cumulative net unrealized gain at year-end is \$118,000 (2020 - \$78,000 cumulative net unrealized gain) which is presented as an internally restricted reserve in the non-consolidated balance sheet and the non-consolidated statement of changes in net assets.

During the year, the Federation was designated as the irrevocable beneficiary of a life insurance policy which has a cash surrender value of \$9,000 as at February 28, 2021. At year-end, the amount of insurance in force for this policy for which the Federation has been designated as the beneficiary totals \$500,000.

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#### 4. Environment Canada Agreement

The Federation has an agreement with Environment Canada whereby both organizations contribute funding to be used towards the development of a wildlife awareness initiative. Included in 2021 programs revenue is \$148,000 (2020 - \$138,000) of contributions from Environment Canada related to this agreement. The agreement expires March 31, 2023.

In a prior year, the Federation received a \$100,000 contribution that was required to be set aside along with \$100,000 of the Federation's own funds, for a total of \$200,000 to be used at such time that further funding is no longer available. These restricted investments are in Canadian federal and provincial bonds, and corporate bond funds of \$200,000 (2020 - \$200,000) and at year-end bear interest at rates ranging from 0.07% to 3.17% (2020 - 1.07% to 3.10%). The interest earned on these restricted investments can be used as received to further fund this initiative.

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

#### February 28, 2021

(With comparative figures for the year ended February 29, 2020)

#### 5. Tangible Capital Assets

	2021			2020		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$ 168	\$ -	\$ 168	\$ 168	\$ -	\$ 168
Land held for program development	744	-	744	744	-	744
Building and building improvements	3,316	1,198	2,118	3,059	1,087	1,972
Computer equipment	741	706	35	695	563	132
Office equipment	504	376	128	385	331	54
Office furniture	315	197	118	289	213	76
	<b>\$ 5,788</b>	<b>\$ 2,477</b>	<b>\$ 3,311</b>	<b>\$ 5,340</b>	<b>\$ 2,194</b>	<b>\$ 3,146</b>

During the year, the cost and accumulated amortization of fully amortized office furniture removed from the Federation's records is in the amount of \$31,000.

During the 2018 fiscal year, the Federation received donations of land held for development with a total fair value of \$490,000, which was included as a direct increase in the Federation's investment in tangible capital assets for 2018 in the non-consolidated statement of changes in net assets. The use of the land is externally restricted.

#### 6. Deferred Donor Acquisition Costs

	2021	2020
Cost	\$ 3,503	\$ 3,634
Less: Accumulated amortization	<b>2,740</b>	<b>2,784</b>
Net book value	<b>\$ 763</b>	<b>\$ 850</b>

Each year the cost and accumulated amortization of fully amortized acquisitions are removed from the Federation's records which for 2021 was \$1,211,000 (2020 - \$1,301,000).

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

#### February 28, 2021

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(With comparative figures for the year ended February 29, 2020)

#### 7. Contractual Obligations

In connection with its operations, the Federation regularly enters into agreements for the purchase of various supplies and services including the rental of equipment and facilities. Certain of these agreements extend beyond the end of the 2021 fiscal year. In the opinion of management, these agreements are in the normal course of the Federation's operations, are not abnormal in amount or nature and do not include a high degree of speculative risk.

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#### 8. Deferred Contributions Related to Tangible Capital Assets

During the year, the Federation received funding in order to purchase specified tangible capital assets. The Organization received \$348,000 which has been deferred and is being amortized to revenue over the useful life and on the same basis as the building improvements and office equipment acquired in relation to this funding.

	<u>2021</u>
Balance, beginning of year	\$ -
Add: Tangible capital assets funding for the year	348
Less: Amounts amortized to revenue for the year	<u>(33)</u>
Balance, end of year	<u>\$ 315</u>

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#### 9. Capital Disclosures

##### Overall

The Federation's capital is comprised of its net assets which at year-end totaled \$16,872,000 (2020 - \$13,513,000). Of the Federation's capital, \$2,996,000 (2020 - \$3,146,000) is internally restricted to fully finance the Federation's investment in its tangible capital assets, net of deferred contributions related to tangible capital assets, and \$763,000 (2020 - \$850,000) is internally restricted to fully finance the Federation's investment in its deferred donor acquisition costs. As set out in Note 4 to these non-consolidated financial statements, \$200,000 (2020 - \$200,000) of the Federation's capital is set aside for endowment purposes. At year-end, the Federation's other internally restricted net assets totaled \$12,795,000 (2020 - \$9,239,000) and its unrealized gain on investments totaled \$118,000 (2020 - \$78,000) as presented in the Federation's non-consolidated balance sheet and in accordance with the policy approved by the Federation's Executive Committee as further described herein.

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

**February 28, 2021**

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(With comparative figures for the year ended February 29, 2020)

#### 9. Capital Disclosures (continued)

##### Objectives

The Federation's objectives when managing its other internally restricted net assets are to maintain its ability to:

- Operate efficiently;
- Meet its disbursement quota requirement as determined by the Canada Revenue Agency;
- Provide liquidity for growth opportunities;
- Have funds available for cyclical expenditures (i.e. expenditures not recurring annually);
- Have funds available for unexpected increases in expenditures or decreases in revenue; and
- Have surplus funds from one fiscal year available to fund important, multi-year, strategic initiatives.

##### Other Internally Restricted Net Assets

The amounts allocated to these other internally restricted net assets are determined in reference to unrestricted net assets otherwise available for allocation. The purpose of each component of the Federation's other internally restricted net assets is as follows:

- The Capital Asset Replacement Reserve is to provide funds, if any, which are available to allow for replacement of capital assets;
- The Working Capital Reserve is to provide funds, if any, which are available should there be unforeseen disruptions in fundraising activities;
- The Programs Reserve is to provide for funds, if any, which are available to allow for the continuance of conservation programs; and
- The Designated Programs Reserve is to provide available surplus funds, if any, from one fiscal year to important, multi-year, strategic projects.

##### Net Unrealized Gain (Loss) on Investments

Since the Federation's investments are carried at fair value, all changes in fair value are recognized in operations as they occur. However, the Federation segregates the unrealized portion of the fair value changes existing at year-end of a \$118,000 gain (2020 - \$78,000 gain) as a separate component of internally restricted net assets entitled net unrealized gain (loss) on investments. Therefore, the Federation's other internally restricted reserves are not impacted until the net gains or losses are realized.

##### Other Amounts

Further, the Federation has magazine publications obligations related to magazine subscriptions which are deferred revenue at year-end totaling \$310,000 (2020 - \$194,000) and deferred program revenue of \$3,944,000 (2020 - \$1,176,000) for specific programs. These funds are available to finance the Federation's subsequent years' operations.

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

**February 28, 2021**

(With comparative figures for the year ended February 29, 2020)

#### 9. Capital Disclosures (continued)

##### Other Information

The Federation's financial risk management policies, as set out in Note 16 to these non-consolidated financial statements, have been established to assist the Federation in meeting the objectives set out herein by ensuring the Federation's capital invested in financial markets is not at risk and the Federation has sufficient liquidity. The Federation also has an undrawn operating lines of credit in the amount of \$500,000 (2020 - \$1,000,000) and other credit facilities as set out in Note 1 to these non-consolidated financial statements, which are available to provide liquidity. The Federation's Executive Committee does not establish quantitative return on capital criteria other than as set out in these financial risk management policies.

The Federation is not subject to externally imposed requirements on its capital except as set out in Note 4 to these non-consolidated financial statements with respect to its net assets restricted for endowment purposes and in Note 5 to these non-consolidated financial statements with respect to donated land that has external restrictions on its use.

##### Canadian Wildlife Foundation

In addition, as set out in Note 11 to these non-consolidated financial statements, the Federation controls the Canadian Wildlife Foundation (the "Foundation") which has not been consolidated in these financial statements. As such the net assets referred to in this note exclude the Foundation.

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#### 10. Changes in Non-Cash Operating Balances

Changes in non-cash working capital balances consist of changes in the following accounts which represents a source (use) of cash from operating activities.

	2021	2020
Accounts receivable	\$ 311	\$ (413)
Prepaid expenses	(79)	(38)
Accounts payable and accrued liabilities - total	409	605
Accounts payable portion related to tangible capital assets reallocated to investing activities	-	(315)
Deferred program revenue	2,768	509
Magazine publications obligations - current and non-current	116	10
	<u>\$ 3,525</u>	<u>\$ 358</u>

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

#### February 28, 2021

(With comparative figures for the year ended February 29, 2020)

#### 11. Canadian Wildlife Foundation

##### Nature of Organization

The main purpose of the Canadian Wildlife Foundation (the "Foundation") is to receive and maintain funds for the use and benefit of the Federation or other qualified donees under the Income Tax Act (Canada). The Foundation also advances education by providing scholarships, bursaries, awards and other forms of financial assistance to students interested in wildlife and habitat conservation. The Foundation continued under the Canada Not-for-profit Corporations Act (the "Act") effective August 21, 2014 as Canadian Wildlife Foundation Fondation canadienne de la faune. In accordance with the Foundation's Articles of Continuance ("Articles") under the Act, the Foundation's purposes are as previously set out. The Foundation's Articles establish one class of members and its general operating bylaw number one requires that its members be the Board of Directors of the Federation. The Foundation is therefore controlled by the Federation. The Foundation's Articles also require that any property remaining on liquidation of the Foundation, after the discharge of its liabilities, shall be distributed to the Federation, or if the Federation ceases to be a registered charity, to one or more qualified donees within the meaning of the Income Tax Act (Canada).

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

The Foundation has not been consolidated in these financial statements. Financial statements of the Foundation are available on request as are the Federation's consolidated financial statements.

##### Basis of Presentation

The Foundation's financial statements are prepared using Canadian Accounting Standards for Not-for-Profit Organizations but it uses the restricted fund method of accounting for contributions whereas the Federation uses the deferral method. Therefore, the Foundation's and Federation's financial statements are not directly comparable. Under the restricted fund method externally restricted amounts may be included in fund balances/net assets and in the respective restricted fund's results of operations. Under the deferral method these restricted amounts are included in liabilities and not included in the results of operations until these funds are expended, or directly in net assets if the restricted funds are endowments. A summary of the Foundation's financial statements including additional information on fund balances and related party transactions for the year ended February 28, 2021 with corresponding amounts for the year ended February 29, 2020 follow.

##### Summary Balance Sheet

	General Fund	Restricted Funds	Endowment Funds	2021 Total	2020 Total
<b>Assets</b>	<b>\$ 2,699</b>	<b>\$ 281</b>	<b>\$ 253</b>	<b>\$ 3,233</b>	<b>\$ 2,978</b>

# Canadian Wildlife Federation

## Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

**February 28, 2021**

(With comparative figures for the year ended February 29, 2020)

### 11. Canadian Wildlife Foundation (continued)

#### Summary Balance Sheet (continued)

	General Fund	Restricted Funds	Endowment Funds	2021 Total	2020 Total
<b>Liabilities</b>	\$ 167	\$ -	\$ -	\$ 167	\$ 186
<b>Fund balances</b>					
Externally restricted	-	199	253	452	440
Internally restricted	1,458	-	-	1,458	1,396
Operating	557	-	-	557	557
Net unrealized gain on investments	517	82	-	599	399
	<b>2,532</b>	<b>281</b>	<b>253</b>	<b>3,066</b>	<b>2,792</b>
	<b>\$ 2,699</b>	<b>\$ 281</b>	<b>\$ 253</b>	<b>\$ 3,233</b>	<b>\$ 2,978</b>

#### Summary Statement of Operations and Changes in Fund Balances

	For the year ended February 28, 2021			
	General Fund	Restricted Funds	Endowment Funds	Total
<b>Revenue</b>	\$ 777	\$ 15	\$ 10	\$ 802
<b>Investment income (loss) realized</b>	(17)	(4)	-	(21)
<b>Expenses</b>	(561)	(9)	-	(570)
<b>Excess of revenue over expenses for the year before undernoted items</b>	199	2	10	211
<b>Transfer to the Canadian Wildlife Federation</b>	(137)	-	-	(137)
<b>Net change in unrealized gain on investments</b>	174	26	-	200
<b>Excess of revenue over expenses for the year</b>	236	28	10	274
<b>Fund balances, beginning of year</b>	2,296	253	243	2,792
<b>Fund balances, end of year</b>	<b>\$ 2,532</b>	<b>\$ 281</b>	<b>\$ 253</b>	<b>\$ 3,066</b>

# Canadian Wildlife Federation

## Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

### February 28, 2021

(With comparative figures for the year ended February 29, 2020)

#### 11. Canadian Wildlife Foundation (continued)

##### Summary Statement of Operations and Changes in Fund Balances (continued)

	For the year ended February 29, 2020			
	General Fund	Restricted Funds	Endowment Funds	Total
Revenue	\$ 679	\$ -	\$ 2	\$ 681
Investment income realized	35	10	-	45
Expenses	(563)	(10)	-	(573)
Excess of revenue over expenses for the year before undernoted items	151	-	2	153
Transfer to the Canadian Wildlife Federation	(98)	-	-	(98)
Net change in unrealized gain on investments	128	16	-	144
Excess of revenue over expenses for the year	181	16	2	199
Fund balances, beginning of year	2,115	237	241	2,593
Fund balances, end of year	\$ 2,296	\$ 253	\$ 243	\$ 2,792

##### Summary Statement of Cash Flows

	For the year ended February 28 2021	For the year ended February 29 2020
<b>Cash flows from (used in) operating activities</b>		
All funds	\$ 63	\$ (81)
<b>Cash flows from (used in) investing activities</b>		
Increase in investments	(126)	(63)
<b>Cash flows from (used in) financing activities</b>		
Increase in Endowment Funds capital	10	2
<b>Decrease in cash for the year</b>	(53)	(142)
<b>Cash, beginning of year</b>	225	367
<b>Cash, end of year</b>	\$ 172	\$ 225



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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

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#### February 28, 2021

(With comparative figures for the year ended February 29, 2020)

#### 11. Canadian Wildlife Foundation (continued)

##### Fund Balances

The Foundation's General Fund as at February 28, 2021 includes an internally restricted balance which represents its permanent capital in the amount of \$1,458,000 (2020 - \$1,396,000). The 2021 increase in permanent capital was \$62,000 (2020 - \$53,000) as a result of memorial donations received in conjunction with the Federation.

Certain of the Foundation's investments are carried at fair value. All changes in fair value are recognized in the Foundation's operations as they occur. The Foundation segregates the unrealized portion of the fair value changes existing at year-end as a separate component of fund balances.

##### Related Party Transactions

From time to time, the Federation and Foundation provide funding for each other's programs. During the year the Foundation provided funding to Federation in the amount of \$527,000 (2020 - \$527,000) for various programs, some of which is unexpended and included in deferred program revenue in the non-consolidated balance sheet to be used in a subsequent fiscal year. In addition, the Foundation transferred funds to the Federation in the amount of \$137,000 (2020 - \$98,000).

Certain expenses of the Foundation are initially paid for by the Federation and reimbursed by the Foundation. The Federation also provides general and administrative services which have not been fully charged to the Foundation.

These transactions are in the normal course of operations and are measured at the exchange value, which is the actual amount of expenses incurred by the Federation on behalf of the Foundation.

Balances due to and from the Foundation that result from these transactions are interest free and are payable on demand. As at year-end there was a balance of \$126,000 (2020 - \$147,000) owing by the Foundation to the Federation as set out in Note 2 to these non-consolidated financial statements.

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#### 12. Programs

Programs revenue includes government grants of \$7,422,000 (2020 - \$3,382,000).

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#### 13. Magazine Publications

Magazine publications revenue includes government assistance funding of \$149,000 (2020 - \$149,000).

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

#### February 28, 2021

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(With comparative figures for the year ended February 29, 2020)

#### 14. Fundraising Expenses

Fundraising expenses reported in the non-consolidated statement of operations of \$4,053,000 (2020 - \$3,905,000) are reported after the allocation of \$794,000 (2020 - \$769,000) to the conservation and education programs representing the cost of materials, brochures and mailings that are co-mailed with the Federation's direct mail campaigns.

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#### 15. Contributed Services

The Federation builds and maintains a conservation ethic among Canadians through the development and broadcast of television advertisements ("PSA's"), which are produced in 30 and 60-second formats. These PSA's include information in regards to natural resources (such as wildlife, freshwater, oceans, forests, etc.) and activities people can do to prevent harm to them or to benefit them. Television stations contribute staff time and air time to schedule and play these PSA's, without which, the Federation would otherwise have had to purchase if it chose to provide this information to Canadians in this manner.

To value these contributed services, the Federation contracted a third-party media monitoring company to independently value the fair value of these contributed services at the date of contribution. The fair value of the PSA distribution services provided for the year was \$7,369,000 (2020 - \$6,566,000), the benefit of which and offsetting corresponding conservation/education programs expense are reflected in the Federation's non-consolidated statement of operations and non-consolidated schedule of expenses.

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#### 16. Financial Instruments Risks and Concentrations

The Federation is exposed to various risks through its financial instruments. The following analysis provides a measure of the Federation's risk exposure and concentrations as at February 28, 2021.

##### Financial risk management

The Federation manages its investment portfolio based on the levels of its net assets set aside in its Capital Asset Replacement Reserve, Working Capital Reserve, Programs Reserve and Designated Programs Reserve. The total of these reserves is known as the 'bench mark'. Typical investments based on this 'bench mark' are described below.

- Cash reserves below the 'bench mark' are invested in short-term instruments. This achieves a balance between maximization of interest and liquidity of cash. A combination of money market and fixed income investments would typically be used in this situation.

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

**February 28, 2021**

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(With comparative figures for the year ended February 29, 2020)

#### 16. Financial Instruments Risks and Concentrations (continued)

##### Financial risk management (continued)

- Cash reserves above the 'bench mark' are invested in typically longer-term instruments. These instruments would weigh the permissible level of risk to the Federation's resources in relation to expected returns. At all times, the Federation would invest and manage these funds as would a prudent investor. A combination of income funds that provide capital preservation and capital appreciation would be used in this situation.

In addition, the Federation's cash is held in Canadian chartered banks.

The Federation is not involved in any hedging relationships and does not hold or use any derivative financial instruments for trading purposes.

##### Liquidity risk

Liquidity risk is the risk of being unable to generate sufficient cash and cash equivalents in a timely and cost effective manner to meet the Federation's spending requirements and obligations related to its deferred revenue and magazine publications obligations as well as meeting its financial liabilities in respect to its accounts payable and accrued liabilities, and its contractual obligations. The Federation mitigates liquidity risk by limiting its investments to financial instruments that can be readily liquidated if necessary.

##### 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 Federation's main credit risks relate to its accounts receivable. The accounts receivable are managed and analyzed on an ongoing basis. The Federation is of the opinion that its exposure to bad debts is not significant.

##### Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

##### Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Federation is exposed to exchange risk due to transactions during the year in U.S. dollars.

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

**February 28, 2021**

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(With comparative figures for the year ended February 29, 2020)

#### 16. Financial Instruments Risks and Concentrations (continued)

##### Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Federation is exposed to interest rate risk on its fixed and variable interest rate financial instruments. The Federation holds floating-rate financial instruments being its cash and cash equivalents set out in Note 1 to these non-consolidated financial statements which would subject the Federation to a cash flow risk.

Canadian government, provincial and corporate bonds and other fixed income investments held by the Federation, as set out in Note 3 to these non-consolidated financial statements, bear interest at fixed rates so the Federation is exposed to the risk resulting from interest rate fluctuations which is a fair value risk.

##### Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to an individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The maximum loss due to price risk is represented by the fair value of certain cash equivalents and the investment portfolio as set out in Notes 1, 3 and 4 to these non-consolidated financial statements respectively.

##### Investment credit risk

Investment 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 Federation is exposed to investment credit risk through its investments in cash and cash equivalents, bonds and fixed income securities, as set out in Notes 1, 3 and 4 to these non-consolidated financial statements respectively. Credit risk arising from these investments is limited to the carrying value of these assets.

##### Investment concentration risk

Investment concentration risk is the risk that an investment portfolio will have greater exposure due to a concentration in securities with similar characteristics or subject to similar economic, political or other conditions. Investment concentration risk is mitigated by ensuring that the portfolio limits geographic allocations as well as limits individual entity holdings.

##### Changes in risks

There have been no significant changes in the Federation's risk exposures from its 2020 fiscal year.

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## Canadian Wildlife Federation

### Notes to Non-Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars)

#### February 28, 2021

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(With comparative figures for the year ended February 29, 2020)

#### 17. **Uncertainty Due to COVID-19**

The duration and full financial impact of the COVID-19 pandemic is unknown at this time, as are any additional measures to be taken by governments, the Federation or others to attempt to reduce the spread of COVID-19. Any estimate of the length and severity of this pandemic is subject to significant uncertainty and accordingly it is unknown whether COVID-19 may materially and adversely impact the Federation's operations, financial results and condition in future periods.

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## Canadian Wildlife Federation

### Non-Consolidated Schedule of Expenses

(Tabular amounts expressed in thousands of dollars)

**For the year ended February 28, 2021**

	Programs		Support Services			
	Conservation/ Education Programs	Magazine Publications	Fundraising	General and Administrative	Magazine Publications	Total
Printing, publication, distribution, reports and websites	\$ 3,327	\$ 350	\$ 2,336	\$ 3	\$ 42	\$ 6,058
Salaries, benefits and related expenses	3,710	126	230	897	-	4,963
Occupancy	165	-	21	20	-	206
Communications and data processing	304	22	152	800	-	1,278
Conferences, projects and events, annual convention and other meetings	7,551	-	39	14	-	7,604
Contributed services - PSA distribution (Note 15)	7,369	-	-	-	-	7,369
Amortization of tangible capital assets	216	-	49	49	-	314
Amortization of donor acquisition costs	-	-	1,167	-	-	1,167
Other	31	-	59	140	-	230
	<b>\$ 22,673</b>	<b>\$ 498</b>	<b>\$ 4,053</b>	<b>\$ 1,923</b>	<b>\$ 42</b>	<b>\$ 29,189</b>

**For the year ended February 29, 2020**

	Programs		Support Services			
	Conservation/ Education Programs	Magazine Publications	Fundraising	General and Administrative	Magazine Publications	Total
Printing, publication, distribution, reports and websites	\$ 3,659	\$ 342	\$ 2,089	\$ 3	\$ 28	\$ 6,121
Salaries, benefits and related expenses	3,356	115	195	827	-	4,493
Occupancy	158	-	20	20	-	198
Communications and data processing	309	43	175	734	-	1,261
Conferences, projects and events, annual convention and other meetings	4,105	-	95	173	-	4,373
Contributed services - PSA distribution (Note 15)	6,566	-	-	-	-	6,566
Amortization of tangible capital assets	174	-	44	44	-	262
Amortization of donor acquisition costs	-	-	1,231	-	-	1,231
Other	36	-	56	133	-	225
	<b>\$ 18,363</b>	<b>\$ 500</b>	<b>\$ 3,905</b>	<b>\$ 1,934</b>	<b>\$ 28</b>	<b>\$ 24,730</b>