

# PARTNERS IN MISSION FOOD BANK KINGSTON

**Sector: Food Banks (Multi-Service)**  
Operating Charity

140 Hickson Avenue  
Kingston, ON K7K 2N6  
Executive Director: Sandy Singers  
Board President: Robert Stewart

Website: [www.kingstonfoodbank.net](http://www.kingstonfoodbank.net)  
Charitable Reg. #: 87739 0161 RR0001



**About Partners in Mission Food Bank Kingston:** Since 1984, Partners in Mission Foodbank (PMF) has operated as a central collection/distribution facility for donated food, which is provided to low-income families in the Kingston area every year.

Clients are interviewed to determine initial need, and they are then able to book appointments to receive food hampers. Each hamper contains a 3–5 day supply of food, with milk and eggs always included. In addition to its hamper program, PMF distributes surplus food donations to about 20 hot-meal and shelter programs. These partner agencies do not depend on PMF for food shipments; rather, they use the surplus food to augment their existing supply chains.

**Financial Review:** Administrative costs are 9% of revenue and fundraising costs are 0.1% of donations. Program cost coverage is 107% in F2011, excluding the cost of donated food and 28% including the cost of food.

## Financial Ratios

Fiscal year ending December	2011	2010	2009
Administrative costs as % of revenues	8.7%	9.2%	10.1%
Fundraising costs as % of donations	0.1%	0.1%	0.3%
Program cost coverage (%)	106.7%	174.6%	190.5%

## Summary Financial Statements

All figures in \$s	2011	2010	2009
Donations	430,059	487,745	530,512
Goods in kind	1,131,338	1,074,345	1,093,960
Investment income	11,159	7,407	6,817
<b>Total revenues</b>	<b>1,572,556</b>	<b>1,569,497</b>	<b>1,631,289</b>
Program costs	1,536,037	1,473,113	1,428,092
Administrative costs	37,586	45,013	53,764
Fundraising costs	953	1,079	4,466
Bank And Other Charges	14	7	7
<b>Cash flow from operations</b>	<b>(2,034)</b>	<b>50,285</b>	<b>144,960</b>
Funding reserves	431,936	696,374	636,613

Note: Ci has included deferred donations and deferred capital contributions and excluded revenue from the Loving Spoonful program. The net effect is a decrease in revenue by \$145k in F2011, a decrease in revenue by \$38k in F2010, and a decrease in revenue by \$34k in F2009. Fundraising costs taken as a percentage of monetary donations, special events revenue, and non-corporate food donations.

## Financial Transparency



Audited financial statements available only upon request

## Program Cost Coverage



Funding Reserves      Program Costs

## Spending Breakdown



Full-time staff #      5  
Avg. Compensation      \$52,403  
Top 10 Staff Salary Range

\$350k +	0
\$300k - \$350k	0
\$250k - \$300k	0
\$200k - \$250k	0
\$160k - \$200k	0
\$120k - \$160k	0
\$80k - \$120k	0
\$40k - \$80k	2
< \$40k	3

Information from most recent CRA Charities Directorate filings for F2010



For more information on Canadian charities, please visit [www.charityintelligence.ca](http://www.charityintelligence.ca)

## PARTNERS IN MISSION FOODBANK

Year ending December 31<sup>st</sup>

<b>Program Data</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>
Program costs	404,699	398,768	334,132
Total volunteers	249	306	190
Total volunteer hours	11,350	12,025	7,390
Volunteer turnover rate (%)	1.6%	2.1%	2.5%
Clients served	6,439	6,356	6,405
Program costs / client	63	63	52
Value of Food Distributed	1,243,233	1,180,600	1,202,158
Program costs / Value of food dist	32.6%	33.8%	27.8%
Food value / Client	193	186	188
<b>Charity Analysis</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>
Revenues (less interest income)	430,059	487,745	530,512
Value of volunteer time	170,250	180,375	110,850
<u>Donated goods and services</u>	<u>1,131,338</u>	<u>1,074,345</u>	<u>1,093,960</u>
Charity value	1,731,647	1,742,465	1,735,322
Admin. costs as % of charity value	2%	3%	3%
Local support (\$)	1,731,647	1,742,465	1,735,322
Community size (population)	123,363	122,106	120,863
Community ownership (local \$ / pop.)	\$14.04	\$14.27	\$14.36

**History:** PMF was founded in 1984 by the Religious Hospitallers of St. Joseph (RHSJ). The Sisters determined that there was a need for an emergency food hamper program in Kingston. In 2003 the Food Bank moved into its current 7,200 sq. ft. building.

**Management:** The Executive Director has been with the organization for 19 years, starting out as a warehouse manager. He is actively involved in the food bank sector across the province, and was chairman of the board of the Ontario Association of Food Banks. The management team and board of directors have a combined 100+ years of experience at PMF. The board is made up of a diverse group of community leaders.

**Social Results:** In F2011, PMF distributed 10,299 hampers to 6,439 individuals, up 1% from F2010 and 22% from F2008. In addition, it supplied approximately 39,000 pounds of food to its partner agencies.

**Community Need:** The food bank experienced a large jump in demand as the financial crisis hit in 2008–2009. According to the ED, demand over the past year had been levelling off; however, the first quarter of 2012 is showing a 5% increase in demand. The PMF takes pride in never turning anyone in need away; however, increased demand has increased wait times for food hampers.

**Funding Need:** The food bank seeks funds to sustain its current programs, and in the fall PMF plans on launching a new website in order to make it easier to accept online donations. The organization also plans to invest to increase its social media presence in order to increase communication with the community and local media, which is a critical component for maintaining and growing community support.

**Investment Highlights:** PMF receives no government funding and relies entirely on the support of the Kingston community. PMF has seen only a 1% increase in clients served since F2010; however, the food value/client ratio has increased by 4%, which is an indication that PMF has been able to increase food quantity and or quality. The program costs/client ratio has decreased by 4% since F2010.

**Investment Risks:** PMF is well funded relative to other food banks studied. However, the management team operates efficiently and they deliver strong operational results.