

**Calgary Jewish Community  
Campus Corporation  
(formerly known as  
Calgary Jewish Centre)**

Financial Statements  
**August 31, 2023**



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## Independent Auditor's Report

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To the Board of Directors of Calgary Jewish Community Campus Corporation

### Opinion

We have audited the financial statements of Calgary Jewish Community Campus Corporation (the "Campus"), which comprise the statement of financial position as at August 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Campus as at August 31, 2023, and its results of operations and its 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 Financial Statements* section of our report. We are independent of the Campus in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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

Management is responsible for the preparation and fair presentation of 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.

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

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

### Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Campus' 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 Campus' ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Campus to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

*BDO Canada LLP*

Chartered Professional Accountants


Calgary, Alberta  
January 25, 2024

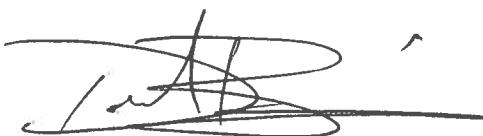
**Calgary Jewish Community Campus Corporation**  
**(formerly known as Calgary Jewish Centre)**  
**Statement of Financial Position**  
**As at August 31**

	2023 \$	2022 \$
<b>Assets</b>		
<b>Current assets</b>		
Cash and equivalents	673,085	1,082,443
Restricted cash (note 2b)	49,716	4,864
Accounts receivable (note 8)	103,580	102,729
Prepaid expenses	14,670	10,929
	<u>841,051</u>	<u>1,200,965</u>
<b>Investments (note 4)</b>	127,370	500,751
<b>Property and equipment and intangible assets (note 3)</b>	16,834,782	16,104,780
<b>Holocaust memorial and recognition monument (note 2f)</b>	<u>175,991</u>	<u>175,991</u>
	<u>17,979,194</u>	<u>17,982,487</u>
<b>Liabilities and net assets</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	315,065	205,324
Current portion of loans (note 5a and 5b)	53,267	85,379
Current portion of capital leases (note 6)	5,621	5,819
Loan from Calgary Jewish Federation (note 8)	250,000	250,000
Deferred revenue (note 7)	345,264	252,689
	<u>969,217</u>	<u>799,211</u>
<b>Long-term portion of loans (note 5a and 5b)</b>	37,500	90,644
<b>Long-term portion of capital leases (note 6)</b>	11,466	5,758
<b>Deferred capital contributions (note 9)</b>	<u>4,647,920</u>	<u>4,870,589</u>
	<u>5,666,103</u>	<u>5,766,202</u>
<b>Net assets</b>		
Unrestricted	1,683,091	1,586,285
Internally restricted (note 11)	10,625,000	10,625,000
Endowment contribution	5,000	5,000
	<u>12,313,091</u>	<u>12,216,285</u>
	<u>17,979,194</u>	<u>17,982,487</u>

**Commitments (note 14)**

Approved on behalf of the Directors:

  
 \_\_\_\_\_  
 Director

  
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 Director

**Calgary Jewish Community Campus Corporation  
(formerly known as Calgary Jewish Centre)**

**Statement of Operations**

**For the years ended August 31**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Revenues</b>		
Program revenues (schedule A)	2,869,430	2,254,788
Contributions (note 12)	779,229	753,438
Membership	459,587	285,253
Fundraising income (schedule B)	414,865	390,283
Rent	84,223	88,641
Overhead recoveries (note 8)	73,250	72,500
Amortization of deferred capital contributions (note 9)	267,869	184,356
	<u>4,948,453</u>	<u>4,029,259</u>
<b>Expenses</b>		
Program costs (schedule A)	2,080,742	1,700,529
Fundraising costs (schedule B)	164,068	168,612
Facility expenses (schedule C)	1,166,145	1,028,350
Administrative expenses (schedule D)	1,080,252	912,655
Amortization of property and equipment	448,363	355,966
	<u>4,939,570</u>	<u>4,166,112</u>
<b>Excess (deficiency) of revenues over expenses before extraordinary items</b>	8,883	(136,853)
<b>Extraordinary items</b>		
– Insurance recoveries	87,923	-
– Canada Emergency Wage Subsidy	-	90,434
	<u>87,923</u>	<u>90,434</u>
<b>Excess/(deficiency) of revenues over expenses for the year</b>	<u>96,806</u>	<u>(46,419)</u>

**Calgary Jewish Community Campus Corporation**  
**(formerly known as Calgary Jewish Centre)**  
Statement of Changes in Net Assets  
For the years ended August 31

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<b>2023</b>	<b>Total</b>	<b>Unrestricted</b>	<b>Internally Restricted</b>	<b>Endowment</b>
<b>Opening balance</b>	12,216,285	1,586,285	10,625,000	5,000
<b>Excess of revenue over expenses</b>	96,806	96,806	-	-
<b>Closing balance</b>	<u>12,313,091</u>	<u>1,683,091</u>	<u>10,625,000</u>	<u>5,000</u>

<b>2022</b>	<b>Total</b>	<b>Unrestricted</b>	<b>Internally Restricted</b>	<b>Endowment</b>
<b>Opening balance</b>	12,262,704	1,632,704	10,625,000	5,000
<b>Deficiency of revenue over expenses</b>	(46,419)	(46,419)	-	-
<b>Closing balance</b>	<u>12,216,285</u>	<u>1,586,285</u>	<u>10,625,000</u>	<u>5,000</u>

**Calgary Jewish Community Campus Corporation  
(formerly known as Calgary Jewish Centre)**

**Statement of Cash Flows**

**For the years ended August 31**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Cash provided by (used in)</b>		
<b>Operating activities</b>		
Excess/(Deficiency) of revenues over expenses	96,806	(46,419)
Items not affecting cash		
Amortization of property and equipment	448,363	355,966
Amortization of deferred capital contributions	(267,869)	(184,356)
Change in fair value of investments	(26,618)	45,635
Net change in non-cash working capital	197,723	8,452
	<u>448,405</u>	<u>179,278</u>
<b>Financing activities</b>		
Line of Credit repaid	-	(70,000)
Loan advanced	-	75,000
Loan repayments	(85,256)	(63,966)
Capital leases, net of repayments	5,510	1,365
Deferred capital contributions received	45,200	82,068
	<u>(34,546)</u>	<u>24,467</u>
<b>Investing activities</b>		
Movement in restricted cash	(44,852)	31,504
Purchase of property and equipment	(1,178,365)	(1,955,263)
Withdrawal of investments for property and equipment	400,000	-
	<u>(823,217)</u>	<u>(1,923,759)</u>
<b>Decrease in cash</b>	<b>(409,358)</b>	<b>(1,720,014)</b>
<b>Cash and equivalents – Beginning of year</b>	<b>1,082,443</b>	<b>2,802,457</b>
<b>Cash and equivalents – End of year</b>	<b>673,085</b>	<b>1,082,443</b>

# Calgary Jewish Community Campus Corporation (formerly known as Calgary Jewish Centre)

## Notes to Financial Statements

August 31, 2023

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### 1 Purpose of the organization

The Calgary Jewish Centre (“JCC”) was formed in 1983 under the Calgary Jewish Centre Act. The name changed to Calgary Jewish Centre Campus Corporation on June 7<sup>th</sup>, 2017 (“CJCCC”). CJCCC is a registered charity under the Income Tax Act and therefore is exempt from income taxes. The purpose of the JCC, a division of CJCCC, is to serve the recreational, fitness, social and cultural needs of both the Calgary Jewish community and the community at large. Continued operation of the JCC is dependent on the ongoing financial support of its members and the annual allocations from the Calgary Jewish Federation – United Jewish Appeal.

The CJCCC is registered under the Charitable Fundraising Act of Alberta and has considered all required disclosures under Section 7(2) of the regulation in preparing these financial statements.

### 2 Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (“ASNPO”). These financial statements have, in management’s opinion, been properly prepared within the framework of the accounting policies summarized as follows:

#### a) Revenue recognition

The CJCCC uses the deferral method of accounting.

Restricted contributions for the purchase of property and equipment are deferred and recognized as revenue on the same basis that the related assets are amortized.

Restricted contributions for property and equipment that will not be amortized, are recognized as direct increases in net assets.

Restricted contributions for operating purposes are deferred in the year received and recognized as revenue in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue when received.

Revenue from programs, rent and annual memberships are recognized on a pro-rata basis as services are delivered.

Investment income is recognized as revenue when earned. Unrealized gains and losses on investments are included in investment income.

#### b) Restricted cash

Restricted cash represents funds which can only be used for eligible expenses as determined by the Alberta Gaming and Liquor Commission, being proceeds from a casino.



**Calgary Jewish Community Campus Corporation  
(formerly known as Calgary Jewish Centre)**

Notes to Financial Statements

August 31, 2023

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**c) Investments**

Investments consist of government bonds, equities and mutual fund investments in publicly traded securities.

**d) Property and equipment and intangible assets**

Purchased property and equipment and intangible assets are recorded at cost. Contributed property and equipment and intangible assets are recorded at fair value at the date of the contribution. Amortization is recorded on a straight-line basis as follows:

<b>Asset category</b>	
Buildings	10-25 years
Equipment	3-20 years
Leased equipment	4-5 years
Furniture and fixtures	4-15 years
Computer and security equipment	2-5 years
Automobiles	7 years
Website	2-3 years

**e) Leased assets**

Leases that transfer substantially all the benefits and risks associated with ownership are recorded as property and equipment and a lease obligation. The asset is amortized in a manner consistent with the related asset and the obligation is reduced over the term of the lease, using the effective interest rate method. All other leases are accounted for as operating leases and the rental costs are expensed as incurred.

**f) Holocaust memorial and recognition monument**

The Holocaust Memorial consists of a sculpture outside the CJCCC that commemorates the victims of the Holocaust. It was recorded in the statement of Financial Position at its fair market value at the time it was donated in 1986 as a direct increase to net assets. No amortization is recorded on the sculpture as the sculpture has an enduring value.

The recognition monument consists of a concrete table which was commissioned in order to recognize the donors, who contributed to the Campus land purchase in 2002, which is held for development.

**Calgary Jewish Community Campus Corporation  
(formerly known as Calgary Jewish Centre)**

Notes to Financial Statements

August 31, 2023

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**g) Financial instruments**

Financial instruments are initially recorded at fair value. Subsequently, financial instruments are recorded at cost or amortized cost, with the exception of equities traded in an active market, which are recorded at fair value, and any financial instruments designated to be measured at fair value. The financial assets subsequently measured at amortized cost include cash, restricted cash, cash equivalents and accounts receivable. The financial liabilities measured at amortized cost include accounts payable and accrued liabilities. Investments are designated as being measured at fair value.

Financial assets, except those recorded at fair value, are tested for impairment when changes in circumstances indicate that the asset could be impaired.

**h) Contributed materials and services**

Donated materials and services are recorded in the financial statements at fair market value when fair market value can be reasonably estimated and the materials or services would otherwise have been purchased.

Volunteers contribute time to assist the CJCCC in carrying out its service delivery activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

**i) Foreign currency transactions**

Monetary assets and liabilities which are denominated in foreign currencies, are translated at year-end exchange rates. Revenue and expenses are translated at the rates of exchange in effect at their transaction dates. The resulting gains or losses are included in operations.

**j) Use of estimates**

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant. Accounts specifically affected by estimates in these financial statements are the useful life of property and equipment and related deferred capital contributions, as well as valuation and recovery of accounts receivable.

**Calgary Jewish Community Campus Corporation**  
**(formerly known as Calgary Jewish Centre)**

Notes to Financial Statements

August 31, 2023

**3 Property and equipment and intangible assets**

	<b>2023</b>		
	<b>Cost</b>	<b>Accumulated amortization</b>	<b>Net book value</b>
	\$	\$	\$
Land	10,723,400	-	10,723,400
Buildings	13,097,817	(7,658,374)	5,439,443
Equipment	632,349	(275,900)	356,449
Leased equipment	65,175	(47,242)	17,933
Furniture and fixtures	243,579	(85,360)	158,219
Computer and security equipment	294,362	(209,397)	84,965
Automobiles	165,020	(119,333)	45,687
Website	13,194	(4,508)	8,686
	<b>25,234,896</b>	<b>(8,400,114)</b>	<b>16,834,782</b>

	<b>2022</b>		
	<b>Cost</b>	<b>Accumulated amortization</b>	<b>Net book value</b>
	\$	\$	\$
Land	10,723,400	-	10,723,400
Buildings	12,204,799	(7,304,823)	4,899,976
Equipment	411,515	(239,374)	172,141
Leased equipment	52,675	(41,493)	11,182
Furniture and fixtures	208,355	(69,108)	139,247
Computer and security equipment	277,571	(184,398)	93,173
Automobiles	165,020	(109,365)	55,655
Website	13,194	(3,188)	10,006
	<b>24,056,529</b>	<b>(7,951,749)</b>	<b>16,104,780</b>

**Calgary Jewish Community Campus Corporation**  
**(formerly known as Calgary Jewish Centre)**  
Notes to Financial Statements  
**August 31, 2023**

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**4 Investments**

	<b>2023</b>	<b>2022</b>
	\$	\$
Pooled funds	<u>127,370</u>	<u>500,751</u>

**5 Loans**

	<b>2023</b>	<b>2022</b>
	\$	\$
a) Total principal outstanding		
Current portion	34,517	101,023
	<u>(34,517)</u>	<u>(66,629)</u>
	<u>-</u>	<u>34,394</u>

In April 2017, the CJCCC drew \$400,000 from their available term loan (note 10) to finance the major locker room renovations project. The loan was refinanced in August 2018, with the new amortization period ending in August 2023. Monthly payments are \$5,878 blended. Interest is at 6.86%. In 2020, principal payments were deferred for 6 months, resulting in a new end date of February 2024.

	<b>2023</b>	<b>2022</b>
	\$	\$
b) Total principal outstanding		
Current portion	56,250	75,000
	<u>(18,750)</u>	<u>(18,750)</u>
	<u>37,500</u>	<u>56,250</u>

In July 2022, the CJCCC entered into a loan agreement with the Calgary Jewish Family Loan Association for \$75,000, to enhance cash flows post-Covid. The loan is interest-free and is being repaid in annual instalments of \$18,750, commencing on February 1, 2023, with the final payment scheduled for February 1, 2026.

**Calgary Jewish Community Campus Corporation**  
**(formerly known as Calgary Jewish Centre)**

Notes to Financial Statements

August 31, 2023

**6 Capital leases**

	2023	2022
	\$	\$
Total principal outstanding	17,087	11,577
Current portion	<u>(5,621)</u>	<u>(5,819)</u>
	<u>11,466</u>	<u>5,758</u>

In February 2019, the CJCCC entered into a lease agreement for the purchase of fitness equipment, with a bargain purchase option (BPO). Monthly payments are \$400 blended, and will end in February 2024. The implicit interest rate is at 9.75%. In November 2021, the CJCCC entered in a lease agreement for the purchase of a washer and dryer for the pool, with a BPO. Monthly payments are \$177 blended, and will end in September 2025. The implicit interest rate is at 13.90%. During April/May 2023, the CJCCC entered in lease agreements for the purchase of a washer and dryer, and dishwasher for the Daycare, with BPO's. Monthly payments are \$143 and \$121 blended respectively, and will end in March/April 2028, with implicit interest rates of 9.01% and 12.40%.

**7 Deferred revenue**

	2023	2022
	\$	\$
General		
Membership fees	184,698	174,927
Prepaid program and rental revenue	100,218	69,245
Deferred grants and donations	10,632	3,653
Deferred gaming event contribution	<u>49,716</u>	<u>4,864</u>
	<u>345,264</u>	<u>252,689</u>

**8 Related party transactions and balances**

Effective June 2017, the CJCCC has been controlled by the Calgary Jewish Federation (the "Federation"). The Federation Board of Directors constitutes the majority of the CJCCC Board.

During the year, the CJCCC received overhead recoveries of \$73,250 (2022 - \$72,500) from the Federation. Refer to note 12 for contributions received from the Federation for the 2023 and 2022 fiscal years. These transactions are recorded at the exchange amount which is the agreed upon amount between the two parties. Included in the accounts receivable balance is \$21,067 (2022 - \$17,895) owing from the Federation.

At year-end, CJCCC has a balance owing to Calgary Jewish Federation of \$250,000, which was advanced towards capital expenditures. The loan is unsecured, does not bear interest and does not have repayment terms.

**Calgary Jewish Community Campus Corporation**  
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Notes to Financial Statements

August 31, 2023

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**9 Deferred capital contributions**

Deferred capital contributions relate to contributions of property and equipment as well as contributions for the purchase and replacement of property and equipment. The changes in the deferred contributions balance for the period are as follows:

	2023 \$	2022 \$
<b>Balance – Beginning of year</b>	4,870,589	4,972,877
Federal Software Upgrade Grant	47,200	-
Provincial Security Grant	-	64,000
Other contributions / transfers	(2,000)	18,068
Amounts amortized into operations in the year	<u>(267,869)</u>	<u>(184,356)</u>
<b>Balance – End of year</b>	<u>4,647,920</u>	<u>4,870,589</u>

**10 Credit facilities**

The CJCCC has available a Line of Credit of \$300,000 and a term loan of \$400,000, at prime plus 1.15%. These facilities are secured by a General Security Agreement and a guarantee and postponement of claim by the Calgary Jewish Federation of \$100,000. During the 2017 fiscal year, the CJCCC drew upon the \$400,000 facility (see note 5a). At year-end, the Line of Credit facility was not drawn upon (2022: \$nil).

There is also a VISA facility to a maximum of \$59,000.

**11 Internally restricted fund balances**

This comprises of the donation of land from The Federation of \$10,625,000.

**12 Contributions**

	2023 \$	2022 \$
Federation funding (note 8)		
- Cost of the box	405,000	400,000
- Program allocations	136,944	132,960
- IBP allocation for bursaries	28,246	13,385
Municipal land rental	-	20,000
Donations and investment income	<u>209,039</u>	<u>187,093</u>
	<u>779,229</u>	<u>753,438</u>

**13 Financial instrument risks**

The CJCCC is exposed to the following risks:

**a) 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 CJCCC is exposed to credit risk arising from its accounts receivable, as there is a risk that the counterparty to the transaction will not pay. The risk is somewhat mitigated as the CJCCC's receivables comprise smaller amounts from a diverse population and the CJCCC reviews its accounts receivable to follow up on collections in a timely manner.

**b) Liquidity risk**

Liquidity risk is the risk that the CJCCC would encounter difficulty in meeting its obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the CJCCC would not have sufficient funds to settle a transaction on the due date, would be forced to sell financial assets at a value which is less than what they are worth, or may be unable to settle or recover a financial asset. Liquidity risk arises from accounts payable and accrued liabilities, its lease obligations and loans. The CJCCC mitigates this risk by preparing and monitoring budgets and cash flows on a monthly basis, and ensuring adequate facilities are in place with funders.

**14 Commitments**

The CJCCC is committed to payments under operating leases for equipment over the next two fiscal years as follows:

	\$
2024	9,352
2025	7,354
	<u>16,706</u>

**Calgary Jewish Community Campus Corporation  
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**Schedule A**

Schedule of Program Operations

(Unaudited)

For the years ended August 31

	2023			2022		
	Gross revenue \$	Direct costs \$	Net revenue (loss) before administrative and other indirect costs \$	Gross revenue \$	Direct costs \$	Net revenue (loss) before administrative and other indirect costs \$
Babe care	1,301,921	676,544	625,377	1,019,614	559,680	459,934
Children's programs	909,525	394,169	515,356	724,328	291,779	432,549
Fitness programs	569,200	809,602	(240,402)	456,101	695,275	(239,174)
Youth and teen	8,618	46,736	(38,118)	4,044	36,876	(32,832)
Cultural	24,641	71,118	(46,477)	6,928	49,961	(43,033)
Senior adults	55,525	82,573	(27,048)	43,773	66,958	(23,185)
	<u>2,869,430</u>	<u>2,080,742</u>	<u>788,688</u>	<u>2,254,788</u>	<u>1,700,529</u>	<u>554,259</u>

Certain salaries and wages in the amount of \$54,692 have been allocated between program areas based upon an estimate of the time and effort expended. Administrative and other indirect costs have not been allocated. Had these costs been allocated to programs, the net revenue would be significantly reduced. Membership revenue has also not been attributed to program areas. Had membership revenue been allocated across program areas, the net revenue would increase in each program area, specifically in fitness. Group exercise and Aquafit instructor costs were reclassified to net against membership revenue, to more accurately reflect the costs of generating membership revenue.



**Calgary Jewish Community Campus Corporation  
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**Schedule B**

Schedule of Fundraising Activities

(Unaudited)

For the years ended August 31

	2023			2022		
	Gross revenue \$	Direct costs \$	Net revenue before administrative and other indirect costs \$	Gross revenue \$	Direct costs \$	Net revenue before administrative and other indirect costs \$
Sports dinner	351,367	164,068	187,299	339,803	166,361	173,442
Gaming	37,958	-	37,958	33,855	2,251	31,604
Other fundraisers	25,540	-	25,540	16,625	-	16,625
	<b>414,865</b>	<b>164,068</b>	<b>250,797</b>	<b>390,283</b>	<b>168,612</b>	<b>221,671</b>

Had administrative and other indirect costs been allocated to fundraising activities, the net revenue would be significantly reduced.

**Calgary Jewish Community Campus Corporation  
(formerly known as Calgary Jewish Centre)**

**Schedule C**

Schedule of Facility Expenses

(Unaudited)

For the years ended August 31

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	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Repairs and maintenance	273,567	244,471
Salaries and benefits	323,140	284,908
Security costs	151,759	142,833
Utilities	339,775	283,548
Insurance	68,901	62,437
Property taxes	9,003	10,153
	<hr/>	<hr/>
	1,166,145	1,028,350

**Calgary Jewish Community Campus Corporation  
(formerly known as Calgary Jewish Centre)**

**Schedule D**

Schedule of Administrative Expenses

(Unaudited)

For the years ended August 31

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	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
Salaries and benefits	750,719	627,057
Printing, stationery and office expenses	123,682	137,135
Professional fees	74,771	36,118
Credit card and bank fees and interest	80,256	66,634
Affiliations and memberships	16,684	21,507
Advertising	17,787	19,567
Foreign exchange net losses	2,587	1,443
Professional development and travel	13,766	3,194
	<hr/>	<hr/>
	<b>1,080,252</b>	<b>912,655</b>

