

**Jewish Federation of Winnipeg Inc.**  
**Financial Statements**  
August 31, 2020

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## Independent Auditors' Report

To the Directors of  
Jewish Federation of Winnipeg Inc.

### *Opinion*

We have audited the accompanying financial statements of Jewish Federation of Winnipeg Inc. (the "Organization"), which comprise the statement of financial position as at August 31, 2020, and the statements of revenue, expenditures and allocations, changes in fund balances 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 financial statements present fairly, in all material respects, the financial position of the Organization as at August 31, 2020 and the results of its 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 *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization 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.

### *Other Information*

Management is responsible for the other information which comprises the Organization's annual report.

Our opinion on the financial statements does not cover the other information and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The annual report is expected to be made available to us after the date of the auditors' report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

### *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 Organization'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 entity or to cease operations, or has no realistic alternative but to do so.

## Independent Auditors' Report - continued

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

### *Auditors' 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 auditors' 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 Organization'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 Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Organization 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.



Winnipeg, Canada  
November 5, 2020

Chartered Professional Accountants

**Jewish Federation of Winnipeg Inc.**  
**Statement of Revenue, Expenditures and Allocations**

Year Ended August 31	Budget (unaudited)	2020	2019 (Note 17)
<b>Campaign Revenue</b>			
Campaign (Note 9)	\$5,958,850	<b>\$5,714,635</b>	\$5,768,160
Bad debts	<u>12,500</u>	<b><u>62,500</u></b>	<u>12,500</u>
	<u>5,946,350</u>	<b><u>5,652,135</u></b>	<u>5,755,660</u>
<b>Other revenue</b>			
Endowment fund (Note 10)	135,000	<b>183,244</b>	143,281
Bequests	-	<b>585,000</b>	50,000
COVID-19 relief (Note 8)	-	<b>60,000</b>	-
Investment and other income	<u>84,271</u>	<b><u>85,720</u></b>	<u>92,667</u>
	<u>219,271</u>	<b><u>913,964</u></b>	<u>285,948</u>
<b>Revenue before expenditures and allocations</b>	<u>6,165,621</u>	<b><u>6,566,099</u></b>	<u>6,041,608</u>
<b>Financial resource development operating expenditures (Page 13)</b>	<u>199,493</u>	<b><u>182,685</u></b>	<u>186,377</u>
<b>JFW Initiatives (Page 14)</b>	<u>111,461</u>	<b><u>71,774</u></b>	<u>68,282</u>
<b>Transfer to Jewish Foundation of Manitoba (Note 10)</b>	<u>-</u>	<b><u>585,000</u></b>	<u>50,000</u>
<b>Allocations</b>			
Beneficiary agencies (Note 12)	2,765,000	<b>2,935,000</b>	2,840,000
Designated	1,071,350	<b>1,060,045</b>	1,104,158
Jewish Federations of Canada - UIA	625,000	<b>625,000</b>	600,000
COVID-19 relief (Note 8)	-	<b>60,000</b>	-
Federation operating expenditures (net of recoveries) (Page 15)	<u>1,393,293</u>	<b><u>909,875</u></b>	<u>1,202,539</u>
	<u>5,854,643</u>	<b><u>5,589,920</u></b>	<u>5,746,697</u>
Excess (deficiency) of revenue over expenditures and allocations before other item	24	<b>136,720</b>	(9,748)
<b>Other item</b>			
Unrealized gain (loss) on investments	<u>-</u>	<b><u>19,385</u></b>	<u>(4,163)</u>
Excess (deficiency) of revenue over expenditures and allocations	<u>\$ 24</u>	<b><u>\$ 156,105</u></b>	<u>\$ (13,911)</u>

See accompanying notes to the financial statements.

**Jewish Federation of Winnipeg Inc.**  
**Statement of Changes in Fund Balances**

Year Ended August 31

**2020**

**2019**

	Operating Fund	Reserve Fund	Capital Asset Fund	<b>Total</b>	<b>Total</b>
Fund balance, beginning of year	\$ -	\$ 607,354	\$ 143,925	<b>\$ 751,279</b>	\$ 765,190
Excess (deficiency) of revenue over expenditures and allocations	172,511	9,537	(25,943)	<b>156,105</b>	(13,911)
Transfer to Capital Asset Fund	(14,878)	-	14,878	-	-
Transfer for special allocation (Note 12)	<u>5,000</u>	<u>(5,000)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Fund balance, end of year	<u>\$ 162,633</u>	<u>\$ 611,891</u>	<u>\$ 132,860</u>	<u><b>\$ 907,384</b></u>	<u>\$ 751,279</u>

See accompanying notes to the financial statements.

**Jewish Federation of Winnipeg Inc.**  
**Statement of Financial Position**

August 31

2020

2019

**Assets**

Current

Cash	\$ 612,135	\$ 30,677
Short-term investments (Note 3)	1,495,340	1,548,347
Campaign receivable (Note 4)	833,867	789,485
Receivables (Note 5)	355,059	184,192
Prepaid expenses	<u>22,630</u>	<u>15,776</u>

**3,319,031**      2,568,477

Capital assets (Note 6)

**132,860**      143,925

Investments (Note 3)

**1,129,610**      1,220,125

**\$4,581,501**      \$3,932,527

**Liabilities**

Current

Payables and accruals (Note 7)	\$ 223,987	\$ 192,267
Due to beneficiary agencies	2,840,000	2,750,000
Operation Ezra	70	18,857
Deferred revenue (Note 8)	184,119	60,032
Designated payable	<u>425,941</u>	<u>160,092</u>

**3,674,117**      3,181,248

**Fund Balances**

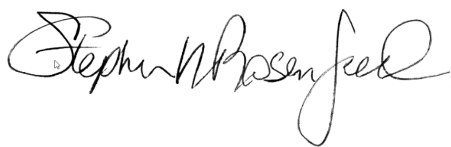
Operating Fund	162,633	-
Reserve Fund	611,891	607,354
Capital Asset Fund	<u>132,860</u>	<u>143,925</u>

**907,384**      751,279

**\$4,581,501**      \$3,932,527

Commitment (Note 13)

Approved by the Board



Director



Director

See accompanying notes to the financial statements.

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**Jewish Federation of Winnipeg Inc.**  
**Statement of Cash Flows**

Year Ended August 31

**2020****2019**

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Cash derived from (applied to)

**Operating**

Excess (deficiency) of revenue over expenditures and allocations	<b>\$ 156,105</b>	\$ (13,911)
Amortization of capital assets	<b>25,943</b>	23,002
Unrealized gain (loss) on investments	<b>(19,385)</b>	4,163

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**162,663**                      13,254Change in non-cash operating assets and liabilities (Note 11) **270,766**                      (491,997)

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**433,429**                      (478,743)**Investing**

Purchase of investments	<b>(291,977)</b>	(1,089,766)
Proceeds on investments	<b>454,886</b>	1,342,925
Purchase of capital assets	<b>(14,880)</b>	(3,397)
Artwork	<b>-</b>	(10,000)

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**148,029**                      239,762Net increase (decrease) in cash **581,458**                      (238,981)Cash, beginning of year **30,677**                      269,658Cash, end of year **\$ 612,135**                      **\$ 30,677**

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See accompanying notes to the financial statements.



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**Jewish Federation of Winnipeg Inc.**  
**Notes to the Financial Statements**

August 31, 2020

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**1. Nature of operations**

Jewish Federation of Winnipeg Inc. (the "Organization") is a non-profit organization incorporated under the laws of Manitoba. The Organization's mission is to act as the representative body of the Winnipeg Jewish Community, building and sustaining a strong, secure and connected community rooted in Jewish values. The Organization is a charitable organization and, as such, is exempt from tax under the Income Tax Act.

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**2. Significant accounting policies**

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies used are detailed as follows:

**a) Fund accounting**

The Operating Fund accounts for the Organization's revenue, administrative and operating expenditures and allocations to beneficiaries.

The Reserve Fund accounts for cash and investments available to meet distribution needs not realized by the regular campaign upon approval by the board of directors.

The Capital Asset Fund reports the assets, liabilities, contributions and expenses related to the Organization's capital assets.

**b) Revenue recognition**

The Organization follows the deferral method of accounting for contributions.

Designated campaign revenue is recognized in the year in which the related expenditures are incurred.

Undesignated campaign revenue is recognized when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Interest and other revenue is recognized when earned.

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**Jewish Federation of Winnipeg Inc.**  
**Notes to the Financial Statements**  
August 31, 2020

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**2. Significant accounting policies (continued)**

**c) Capital assets**

Purchased property and equipment are recorded in the Capital Fund at cost. Contributed property and equipment are recorded in the Capital Fund at fair value at the date of contribution. Amortization is provided on the straight-line basis at rates designed to write off the assets over their estimated useful lives using the following annual rates:

Computer equipment	3 years	straight-line
Furniture and equipment	4 years	straight-line
Donor management system	10 years	straight-line

Artwork is not amortized.

In the year of acquisition, there is no provision for amortization.

Amortization expense is reported in the Capital Asset Fund.

**d) Investments**

Investments are comprised of fixed income and equity securities. Fixed income securities are initially recognized at fair value and subsequently measured at amortized cost. Equity securities are initially recognized and subsequently measured at fair value. Purchases and sales of investments are recognized, and derecognized, using settlement date accounting. Changes in fair value are included in the statement of financial activities. Cumulative changes are recognized in the statement of revenue, expenditures and allocations when gains and losses are realized through disposition.

**e) Government assistance**

Government assistance, by way of the Canada Emergency Wage Subsidy (CEWS), is recorded as an expense recovery when received or receivable if the amount to be received can be reasonably measured and collection is reasonably assured. During the year the Organization recognized CEWS amounts totaling \$288,013 (2019 - \$Nil).

**f) Accounting estimates**

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reported period. These estimates are reviewed periodically and are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

**g) Financial instruments**

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. Financial instruments are initially recorded at fair value. Financial instruments, except for equity investments, are subsequently reported at amortized cost.

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**Jewish Federation of Winnipeg Inc.**  
**Notes to the Financial Statements**

August 31, 2020

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**g) Financial instruments (continued)**

It is management's opinion that the Organization is not exposed to significant currency, liquidity or market risks arising from its financial instruments. Exposure to credit risk, interest rate risk and other price risk is as follows:

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. Financial instruments which potentially subject the Organization to credit risk consist principally of pledges receivable, accounts receivable and advances. An allowance for doubtful accounts is established based upon factors surrounding credit risk of specific donors, historical trends and other information.

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Organization is exposed to interest rate risk due to its investments.

Other price risk refers to the adverse consequences of changes in market prices in the Organization's cash flows, financial position and revenue. This risk arises from equity securities which have similar characteristics or obey similar variations relating to economic or political conditions. The portfolio includes 88% (2019 - 89%) of fixed rate investments and 12% (2019 - 11%) of equity investments. The value of the Organization's assets is affected by changes in market prices.

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**3. Investments**

	<b>2020</b>		<b>2019</b>	
	<u>Cost</u>	<u>Market Value</u>	<u>Cost</u>	<u>Market Value</u>
Fixed income	<b>\$2,302,055</b>	<b>\$2,304,971</b>	\$2,463,709	\$2,453,335
Equities	<u>299,966</u>	<u>319,979</u>	<u>301,202</u>	<u>315,137</u>
	<b><u>\$2,602,021</u></b>	<b><u>\$2,624,950</u></b>	<b><u>\$2,764,911</u></b>	<b><u>\$2,768,472</u></b>
Allocated:				
Unrestricted		<b>\$2,013,059</b>		\$2,161,118
Reserve Fund		<u>611,891</u>		<u>607,354</u>
		<b><u>\$2,624,950</u></b>		<b><u>\$2,768,472</u></b>

Total income received in 2020 on investments was \$58,154 at an average rate of 2.17% (2019 - \$63,330 at an average rate of 2.19%).

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**4. Campaign receivable**

	<b><u>2020</u></b>	<b><u>2019</u></b>
Campaign receivable	<b>\$ 885,432</b>	\$ 796,292
Allowance for doubtful accounts	<u>(51,565)</u>	<u>(6,807)</u>
	<b><u>\$ 833,867</u></b>	<b><u>\$ 789,485</u></b>

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**Jewish Federation of Winnipeg Inc.**  
**Notes to the Financial Statements**

August 31, 2020

**5. Receivables**

	<u>2020</u>	<u>2019</u>
Accrued interest	\$ 202,540	\$ 147,705
Wage subsidy receivable	146,066	-
Goods and services tax	2,150	3,668
Other	<u>4,303</u>	<u>32,819</u>
	<u>\$ 355,059</u>	<u>\$ 184,192</u>

**6. Capital assets**

	<u>2020</u>		<u>2019</u>	
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Computer equipment	\$ 21,018	\$ 7,948	\$ 13,070	\$ 2,264
Furniture and equipment	34,006	34,006	-	-
Donor management system	218,696	108,906	109,790	131,661
Artwork	<u>-</u>	<u>-</u>	<u>10,000</u>	<u>10,000</u>
	<u>\$ 273,720</u>	<u>\$ 150,860</u>	<u>\$ 132,860</u>	<u>\$ 143,925</u>

**7. Payables and accruals**

	<u>2020</u>	<u>2019</u>
Trade	\$ 208,468	\$ 125,740
Jewish Foundation of Manitoba	-	50,000
I.L. Peretz Folk School Endowment	4,736	4,737
Other	<u>10,783</u>	<u>11,790</u>
	<u>\$ 223,987</u>	<u>\$ 192,267</u>

**8. Deferred revenue**

Deferred revenue consists of the following:

	<u>2020</u>	<u>2019</u>
Grants and sponsorships	\$ -	\$ 9,548
March of the Living	119,253	28,050
Mission to Israel - Funds prepaid by participants	18,934	22,434
COVID-19 relief	<u>45,932</u>	<u>-</u>
	<u>\$ 184,119</u>	<u>\$ 60,032</u>

During the year, the Organization received contributions of \$105,932 for COVID-19 relief. As at August 31, 2020, \$60,000 had been distributed. The remaining contributions of \$45,932 are to be recognized as revenue in the period in which the contributions are distributed.

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**Jewish Federation of Winnipeg Inc.**  
**Notes to the Financial Statements**  
August 31, 2020

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**9. Campaign revenue**

Campaign revenue is pledged as follows:

	<b>Budget 2020 (unaudited)</b>	<b>Actual 2020</b>	<b>Budget 2019 (unaudited)</b>	<b>Actual 2019</b>
Undesignated	<b>\$4,864,000</b>	<b>\$4,589,549</b>	\$4,798,600	\$4,638,834
Designated	<b><u>1,094,850</u></b>	<b><u>1,125,086</u></b>	<u>1,036,562</u>	<u>1,129,326</u>
	<b><u>\$5,958,850</u></b>	<b><u>\$5,714,635</u></b>	<u>\$5,835,162</u>	<u>\$5,768,160</u>

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**10. Endowment**

The Organization has established an endowment fund known as the Leave More Than Memories Endowment Fund to be administered by the Jewish Foundation of Manitoba Inc. Interest earned by this fund is paid annually to the Organization to support the Combined Jewish Appeal. The capital amount of the fund is to be retained by the Jewish Foundation of Manitoba Inc. and is not available for general operating purposes. During the year, the Organization made contributions of \$585,000 (2019 - \$50,000) to the fund. The balance of the fund as at August 31, 2020 was \$5,688,437 (2019 - \$5,036,505).

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**11. Change in non-cash operating assets and liabilities**

	<b><u>2020</u></b>	<b><u>2019</u></b>
Campaign receivable	<b>\$ (44,382)</b>	\$ 14,435
Receivables	<b>(170,867)</b>	(4,895)
Prepaid expenses	<b>(6,854)</b>	29,271
Payables and accruals	<b>31,720</b>	(126,502)
Operation Ezra	<b>(18,787)</b>	(19,864)
Deferred revenue	<b>124,087</b>	(241,886)
Due to beneficiary agencies	<b>90,000</b>	34,984
Designated allocations payable	<b><u>265,849</u></b>	<u>(177,540)</u>
	<b><u>\$ 270,766</u></b>	<b><u>\$ (491,997)</u></b>

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**Jewish Federation of Winnipeg Inc.**  
**Notes to the Financial Statements**  
August 31, 2020

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**12. Allocations - beneficiary agencies**

	<u>2020</u>	<u>2019</u>
Allocations committee	<b>\$2,840,000</b>	\$2,750,000
Special allocation from Reserve Fund	<b>5,000</b>	-
Indirect allocation of operating expenditures (Page 15)	<u><b>90,000</b></u>	<u>90,000</u>
	<u><b>\$2,935,000</b></u>	<u>\$2,840,000</u>

During the year, the Board approved a special allocation from the Reserve Fund in the amount of \$5,000 (2019 - \$Nil).

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**13. License fee**

The Organization has signed an annual license agreement with the Asper Jewish Community Campus of Winnipeg Inc. which expired August 31, 2017. A new lease agreement is being negotiated at the date of the audit report. The annual license fee required to August 31, 2021 is estimated to be \$66,486 (2020 - \$64,492).

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**14. Indirect recoveries**

Certain salaries, related benefits and overhead expenses are incurred by the Organization on behalf of the Winnipeg Board of Jewish Education Inc. These expenses are treated as an indirect recovery of operating expenditures and are included as an additional allocation to beneficiary agencies (Note 12).

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**15. Life insurance policy**

The Organization is the sole beneficiary of a life insurance policy in the amount of \$350,000.

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**16. COVID-19**

In March 2020 the World Health Organization declared coronavirus COVID-19 a global pandemic. This contagious disease outbreak, which has continued to spread, and any related adverse public health developments, has adversely affected workforces, economies, and financial markets globally, potentially leading to an economic downturn. It is not possible for the Organization to predict the duration or magnitude of the adverse results of the outbreak and its effects on the Organization's business or results of operations at this time.

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**17. Comparative figures**

Certain balances of the preceding year have been reclassified to conform with the current year's financial statement presentation. The changes do not affect prior year earnings.

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**Jewish Federation of Winnipeg Inc.**  
**Schedule of Financial Resource Development Operating Expenditures**

Year Ended August 31	Budget (unaudited)	2020	2019 (Note 17)
Campaign events	\$ (4,880)	\$ 20,771	\$ 27,823
Credit card charges	45,000	40,713	40,848
Data processing	70,196	60,053	48,381
License fee (Note 13)	21,282	22,048	22,071
Meetings	2,500	764	1,861
Printing, postage, stationery and office	26,919	15,902	18,754
Publicity, marketing and communications	32,056	21,186	18,568
Telephone	720	420	1,239
Professional development	5,700	828	6,832
	<u>\$ 199,493</u>	<u>\$ 182,685</u>	<u>\$ 186,377</u>

See accompanying notes to the financial statements.

**Jewish Federation of Winnipeg Inc.**  
**Schedule of JFW Initiatives**

Year Ended August 31	Budget (unaudited)	<b>2020</b>	2019 (Note 17)
<b>Revenues</b>			
Designated	\$ 97,834	<b>\$ 79,589</b>	\$ 106,884
<b>Direct recoveries</b>			
Centre for Israel and Jewish Affairs	<u>45,000</u>	<u><b>29,190</b></u>	<u>46,970</u>
	<u>142,834</u>	<u><b>108,779</b></u>	<u>153,854</u>
<b>Expenses</b>			
Birthright	38,500	<b>15,534</b>	31,083
Public Affairs and Advocacy	26,960	<b>6,632</b>	27,900
Jewish Engagement	15,094	<b>9,750</b>	2,221
Growing the Community	3,800	<b>2,489</b>	3,023
Partnership Together	44,000	<b>27,654</b>	36,772
YAD	10,500	<b>2,352</b>	8,442
Hillel Winnipeg	25,050	<b>38,510</b>	27,764
March of the Living	25,851	<b>15,391</b>	21,624
PJ Library	<u>64,540</u>	<u><b>62,241</b></u>	<u>63,307</u>
	<u>254,295</u>	<u><b>180,553</b></u>	<u>222,136</u>
	<u><b>\$ (111,461)</b></u>	<u><b>\$ (71,774)</b></u>	<u><b>\$ (68,282)</b></u>

See accompanying notes to the financial statements.



**Jewish Federation of Winnipeg Inc.**  
**Schedule of Federation Operating Expenditures**

Year Ended August 31	Budget (unaudited)	2020	2019 (Note 17)
Amortization	\$ 24,000	\$ 25,943	\$ 23,002
Bank charges	7,400	14,203	4,473
Community relations programming	100	13	-
Data processing and demographics	6,200	8,492	5,228
Employee benefits	118,288	120,521	101,446
Foreign exchange loss (gain)	-	12,997	(1,309)
Insurance	9,200	9,087	9,170
Leadership/Volunteer awards and meetings	14,625	(10,365)	(4,445)
License fee (Note 13)	43,210	44,095	44,143
Planning	10,100	5,811	23,875
President's discretionary fund	5,000	-	2,174
Printing, postage, stationery and office	6,500	12,314	11,230
Professional development	16,000	4,106	19,127
Professional fees	19,000	16,355	16,212
Publicity, marketing and communications	12,300	4,956	20,492
Salaries	1,089,410	1,009,355	985,058
Special events	5,000	3,125	12,338
Telephone	2,460	4,775	13,828
Travel	4,500	2,105	6,497
	<u>1,393,293</u>	<u>1,287,888</u>	<u>1,292,539</u>
Indirect recoveries (Note 15)			
Winnipeg Board of Jewish Education Inc.	-	(90,000)	(90,000)
Wage subsidy recovery (Note 2(e))	<u>-</u>	<u>(288,013)</u>	<u>-</u>
	<u>\$ 1,393,293</u>	<u>\$ 909,875</u>	<u>\$ 1,202,539</u>

See accompanying notes to the financial statements.