

Catholic Family Service of Calgary

Financial Statements

December 31, 2021



INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Catholic Family Service of Calgary

Opinion

We have audited the financial statements of Catholic Family Service of Calgary (the "Agency"), which comprise the statement of financial position as at December 31, 2021 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 Agency as at December 31, 2021, 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 Agency 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 Matter

The financial statements of Agency for the year ended December 31, 2020, were audited by another auditor who expressed an unmodified opinion on those statements on February 23, 2021.

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

Management is responsible for the preparation and fair presentation of the 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 Agency'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 Agency or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Agency'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.

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

RSM Alberta LLP is a limited liability partnership that provides public accounting services. RSM is a brand used by a network of independent accounting and consulting firms, each of which practices in its own right. Visit www.rsm.ca for more information regarding RSM Alberta LLP and RSM International.

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 Agency'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 Agency'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 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 Agency 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.

RSM Alberta LLP

Chartered Professional Accountants
April 28, 2022
Calgary, Alberta

Catholic Family Service of Calgary

(Incorporated under the Societies Act of Alberta)


Statement of Financial Position


December 31, 2021

	2021	2020
Assets		
Current assets		
Cash	\$ 3,071,411	\$ 3,467,549
Accounts receivable (note 3)	613,092	35,836
Goods and services tax recoverable	15,260	13,016
Prepaid expenses	<u>200</u>	<u>200</u>
	3,699,963	3,516,601
Tangible capital assets (note 4)	<u>83,089</u>	<u>89,078</u>
	<u>\$ 3,783,052</u>	<u>\$ 3,605,679</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	\$ 49,898	\$ 78,936
Deferred contributions related to operations (note 6)	<u>2,181,083</u>	<u>1,968,654</u>
	2,230,981	2,047,590
Deferred contributions related to tangible capital assets (note 7)	<u>83,089</u>	<u>89,078</u>
	<u>2,314,070</u>	<u>2,136,668</u>
Net Assets		
Internally restricted (note 8)	<u>1,468,982</u>	<u>1,469,011</u>
	<u>1,468,982</u>	<u>1,469,011</u>
	<u>\$ 3,783,052</u>	<u>\$ 3,605,679</u>
Commitments (note 9)		
Contingency (note 12)		

See accompanying notes to the financial statements.

Approved by the Board,

 _____, Director

 _____, Director

Catholic Family Service of Calgary
Statement of Operations
Year ended December 31, 2021

	2021	2020
Revenue (note 13)		
Province of Alberta	\$ 1,981,217	\$ 1,900,617
Foundations	1,895,732	566,291
City of Calgary - FCSS	1,455,807	1,466,360
United Way of Calgary and Area	907,142	1,085,003
Government of Canada	743,104	743,104
Unlocking Potential donations (note 3)	597,088	222,019
Provincial daycare subsidies and grants	350,166	298,455
Fees for service	331,528	315,241
Calgary Catholic School Board	174,391	386,988
Donations (note 5)	158,871	179,102
Others	12,623	32,500
Interest income	3,623	11,385
Calgary Area Child and Family Services	-	60,825
	<u>8,611,292</u>	<u>7,267,890</u>
Expenses (note 13)		
Salaries and wages:		
Technical and direct services	4,023,150	3,603,784
Employee benefits	779,959	720,189
Administration	614,577	570,990
Stakeholder relations (notes 3 and 10)	277,658	145,103
Accounting	247,801	207,485
Information technology	141,292	124,128
	<u>6,084,437</u>	<u>5,371,679</u>
Program expenses (note 13)		
Purchased services	1,512,673	693,060
Rent	289,955	339,420
General and administration expenses	231,585	165,008
Learners bursary	208,848	234,002
Office and program supplies (note 5)	138,021	162,783
Nutritional supplies	46,825	50,682
Professional fees	35,161	25,177
Travel	30,522	51,365
Office equipment and maintenance	24,294	50,207
Research and evaluation	2,311	7,465
Honorariums	700	5,700
Fastworks	-	2,385
	<u>2,520,895</u>	<u>1,787,254</u>
	<u>8,605,332</u>	<u>7,158,933</u>
Excess of revenue over expenses before amortization	5,960	108,957
Amortization	5,989	748
Excess (deficiency) of revenue over expenses	<u>\$ (29)</u>	<u>\$ 108,209</u>

See accompanying notes to the financial statements.

Catholic Family Service of Calgary
Statement of Changes in Net Assets
Year ended December 31, 2021

	Unrestricted	Internally Restricted <i>(note 8)</i>	2021	2020
Net assets, beginning of year	\$ -	\$ 1,469,011	\$ 1,469,011	\$ 1,360,802
Excess (deficiency) of revenue over expenses	(29)	-	(29)	108,209
Interfund transfer	<u>29</u>	<u>(29)</u>	<u>-</u>	<u>-</u>
Net assets, end of year	<u>\$ -</u>	<u>\$ 1,468,982</u>	<u>\$ 1,468,982</u>	<u>\$ 1,469,011</u>

See accompanying notes to the financial statements.

Catholic Family Service of Calgary
Statement of Cash Flows
Year ended December 31, 2021

	2021	2020
Cash provided by (used in):		
Operating activities		
Cash receipts from funding and services	\$ 8,201,388	\$ 8,626,738
Cash paid to suppliers and material	(2,516,712)	(1,529,003)
Cash paid for salaries and wages	(6,084,437)	(5,605,679)
Interest received	<u>3,623</u>	<u>11,385</u>
	<u>(396,138)</u>	<u>1,503,441</u>
Investing activities		
Proceeds from matured short-term investment	-	1,300,000
Purchase of playground	<u>-</u>	<u>(89,826)</u>
	<u>-</u>	<u>1,210,174</u>
Cash inflow (outflow)	(396,138)	2,713,615
Cash, beginning of year	<u>3,467,549</u>	<u>753,934</u>
Cash, end of year	<u>\$ 3,071,411</u>	<u>\$ 3,467,549</u>

Non-cash transactions (note 5)

See accompanying notes to the financial statements.

Catholic Family Service of Calgary

Notes to Financial Statements

December 31, 2021

1. Nature of operations

The Catholic Family Service of Calgary (the "Agency") is committed to building strong families. Our programs and services respond to the challenges that threaten families and leave them vulnerable. The Agency focuses on enhancing the mental health and wellbeing of our clients, empowering parents, nurturing children's healthy development and enabling success in school.

The Agency is incorporated under the *Societies Act of Alberta* and is a registered charity under the *Income Tax Act* and as such, is not subject to the payment of income tax under Section 149 (1)(f) of the *Income Tax Act* of Canada.

2. Significant accounting policies

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) Revenue recognition

The Agency follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions for the purchase of tangible capital assets are deferred and recognized as revenue on the same basis that the related assets are amortized.

Fees for services are recognized as services are performed. All other revenue, including interest income, is recognized on an accrual basis in the year earned.

Contributions in kind are recognized at their fair market value on the date received by the Agency.

(b) Tangible capital assets

Tangible capital assets are recorded at cost or deemed cost less accumulated amortization.

Tangible capital assets are amortized over their estimated useful life on a straight-line basis at the following annual rates:

Furniture and fixtures	5 years
Playground	15 years

Amortization is provided at one-half the rate in the year of acquisition.

Catholic Family Service of Calgary

Notes to Financial Statements

December 31, 2021

The Agency capitalizes assets if the individual item exceeds a \$10,000 capitalization threshold.

When conditions indicate that a tangible capital asset is impaired, the carrying value of the asset is written down to the asset's fair value or replacement cost. The write-down of the tangible capital asset is recorded as an expense in the statement of operations. A write-down shall not be reversed.

(c) Financial instruments

The Agency initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions that are measured at the exchange amount. The Agency subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Financial assets measured at cost or amortized cost are tested for impairment at the end of each year to determine whether there are indicators that the asset may be impaired. The amount of the write-down, if any, is recognized in excess of revenue over expenses. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account. The reversal may be recorded provided it is no greater than the amount that had been previously reported as a reduction in the asset and it does not exceed original cost. The amount of the reversal is recognized in excess of revenue over expenses.

The Agency recognizes its transaction costs in excess of revenue over expenses in the period incurred for any financial assets and liabilities subsequently measured at fair value. Financial instruments, that are subsequently measured at cost or amortized cost, are adjusted by the transaction costs and financing fees that are directly attributable to their origination, issuance or assumption.

(d) Contributed materials

The Agency, in common with many non-profit organizations, makes extensive use of donated materials in conducting its activities. Donated materials are recorded at their fair market value with a corresponding amount recorded for donation revenue when fair market value can be determined and the Agency would otherwise have purchased those items. Fair market value of donated items is generally based on values provided by the donor and in some cases is estimated by the Agency based on values from external sources.

Catholic Family Service of Calgary
Notes to Financial Statements
December 31, 2021

(e) Volunteer services

Volunteers contribute many hours per year to assist the Agency in carrying out its service delivery activities. Because of the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

(f) Measurement uncertainty and use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the reported amounts of revenue and expenses during the reporting period. Application of the deferral method of accounting for restricted contributions requires management to make assumptions about the matching of expenses against specific revenue in order to determine the amount of such revenue recognized in each period. Significant estimates include valuation of accounts receivable and the determination of fair value for contributed materials. Actual results could differ from those estimates.

The impact that the ongoing COVID-19 pandemic may have on the Agency's operations is based on management's best assessment of the existing potential economic conditions due to COVID-19 and their impact on the Agency's operations. Due to the ongoing changes and development with COVID-19, it is not possible to reliably estimate the length and severity of these developments and the impact of the financial results and conditions of the Agency in future periods.

There have been no impacts to contracts or lease agreements, the assessment of provisions and contingent liabilities, or the timing of revenue recognition. The Agency continues to use its tangible capital assets and management has not assessed any impairment that needs to be recognized on these assets at December 31, 2021. The Agency continues to manage liquidity risk by forecasting and assessing cash flow requirements on an ongoing basis. As at December 31, 2021, the Agency continues to meet its contractual obligations within normal payment terms and the Agency's exposure to credit risk remains unchanged as no outstanding debt exists other than accounts payable and accrued liabilities.

3. Related party transactions

The Unlocking Potential Foundation of Calgary and Area ("UP") is considered a related entity to the Agency. Three of the Agency's board members also serve as directors of UP, but do not comprise the voting majority of UP's board. During the year, the Agency entered into the following transactions with UP:

- (i) During 2021, UP donated \$597,088 (2020 - \$222,019) to the Agency of which \$597,088 (2020 - \$NIL) is included in accounts receivable at year-end.

Catholic Family Service of Calgary

Notes to Financial Statements

December 31, 2021

(ii) The Agency shares its premises with UP and its employees provide management, support and fundraising services to UP. The Agency has 1.6 (2020 - 2) fulltime equivalent staff positions whose roles are allocated to fundraising. These staff members raise funds via the Agency and UP for all programs. Total salary expenses for these positions are \$101,841 (2020 - \$145,103).

4. Tangible capital assets

	2021		
	Cost	Accumulated Amortization	Net Book Value
Furniture and fixtures	\$ 89,255	\$ 89,255	\$ -
Playground	<u>89,826</u>	<u>6,737</u>	<u>83,089</u>
	<u>\$ 179,081</u>	<u>\$ 95,992</u>	<u>\$ 83,089</u>
	2020		
	Cost	Accumulated Amortization	Net Book Value
Furniture and fixtures	\$ 89,255	\$ 89,255	\$ -
Playground ⁽¹⁾	<u>89,826</u>	<u>748</u>	<u>89,078</u>
	<u>\$ 179,081</u>	<u>\$ 90,003</u>	<u>\$ 89,078</u>

(1) The playground was purchased with designated contributed funds (see note 7).

5. Gifts in kind

Gifts in kind in the amount of \$35,465 (2020 - \$35,998) have been included in donations and expensed through office program expenses.

6. Deferred contributions related to operations

Deferred contributions consist of unspent externally restricted contributions that are received in the current year, but are related to subsequent operations. Changes in deferred contribution balances are as follows:

	Opening Balance, January 1, 2021	Additions	Utilizations	Amounts Repaid to Funders	Ending Balance, December 31, 2021
City of Calgary	\$ 54,423	\$ 1,243,052	\$ (1,025,544)	\$ -	\$ 271,931
Government of Canada	167,233	743,104	(743,104)	-	167,233
Province of Alberta	1,469,264	1,939,878	(1,974,756)	(27,515)	1,406,871
All others	<u>277,734</u>	<u>2,311,198</u>	<u>(2,157,333)</u>	<u>(96,551)</u>	<u>335,048</u>
	<u>\$ 1,968,654</u>	<u>\$ 6,237,232</u>	<u>\$ (5,900,737)</u>	<u>\$ (124,066)</u>	<u>\$ 2,181,083</u>

Catholic Family Service of Calgary
Notes to Financial Statements
December 31, 2021

	Opening Balance, January 1, 2020	Additions	Utilizations	Ending Balance, December 31, 2020
City of Calgary	\$ 4	\$ 1,490,782	\$ (1,436,363)	\$ 54,423
Government of Canada	92,923	817,414	(743,104)	167,233
Province of Alberta	1,282,535	2,273,780	(2,087,051)	1,469,264
All others	<u>391,561</u>	<u>944,966</u>	<u>(1,058,793)</u>	<u>277,734</u>
	<u>\$ 1,767,023</u>	<u>\$ 5,526,942</u>	<u>\$ (5,325,311)</u>	<u>\$ 1,968,654</u>

7. Deferred contributions related to tangible capital assets

Deferred contributions related to tangible capital assets consist of externally restricted capital contributions with which the Agency has purchased tangible capital assets. These are recognized in Agency's revenue on the same basis as the amortization of the underlying tangible capital assets purchased. Changes in deferred contributions related to tangible capital assets are as follows:

	2021	2020
Balance, beginning of year	\$ 89,078	\$ -
Contributions	-	89,826
Recognized as revenue	<u>(5,989)</u>	<u>(748)</u>
Balance, end of year	<u>\$ 83,089</u>	<u>\$ 89,078</u>

8. Internally restricted funds

The Sustainability Fund is set up to ensure the Agency remains healthy and can deliver quality programming over the long term, perpetuating its ability to fulfill its mission. Sustainability includes financial sustainability, as well as leadership succession planning, adaptability and strategic planning.

The Capital Fund is created to fund the upcoming capital requirements of the Agency.

	Sustainability Fund	Capital Fund	2021	2020
Beginning balance	\$ 1,319,011	\$ 150,000	\$ 1,469,011	\$ 1,360,802
Interfund transfer ⁽¹⁾	<u>(29)</u>	<u>-</u>	<u>(29)</u>	<u>108,209</u>
	<u>\$ 1,318,982</u>	<u>\$ 150,000</u>	<u>\$ 1,468,982</u>	<u>\$ 1,469,011</u>

⁽¹⁾ In the current year, the board has approved an interfund transfer of (\$29) (2020 - \$108,209) (to) from the unrestricted fund (from) to the sustainability fund and \$NIL (2020 - \$NIL) from the unrestricted fund to the capital fund.

Catholic Family Service of Calgary

Notes to Financial Statements

December 31, 2021

9. Commitments

The Agency has lease commitments for accommodation and equipment. The office lease ends in February 2026 and the lease for equipment expires March 31, 2023. Minimum payments for these leases, excluding annual operating costs, are as follows:

	Facility	Equipment	Total
2022	\$ 103,660	\$ 10,200	\$ 113,860
2023	110,571	7,650	118,221
2024	120,937	-	120,937
2025	124,392	-	124,392
2026	<u>41,464</u>	<u>-</u>	<u>41,464</u>
	<u>\$ 501,024</u>	<u>\$ 17,850</u>	<u>\$ 518,874</u>

10. Additional information to comply with the disclosure requirement of the Charitable Fund Raising Act of Alberta and regulations

As required under Section 7(2) of the regulations of the *Charitable Fund-raising Act* of Alberta, staff expenses in the amount of \$101,841 (2020 - \$145,103) were incurred in the year for the purposes of soliciting donations.

11. Financial instruments

The Agency is exposed to the following significant financial risks:

(a) Credit risk

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Agency is exposed to credit risk to the extent that its contributors will be unable to meet their obligations. The Agency has a large number of contributors, which minimizes the concentration of credit risk. At year-end, an account receivable from one organization (2020 - NIL) represents 97% (2020 - NIL) of accounts receivable. The Agency believes that there is minimal risk associated with the collection of these amounts as they are receivable from a related party (note 3). The Agency is exposed to credit risk on its cash. The Agency mitigates its exposure to credit loss by placing cash with major financial institutions.

(b) Liquidity risk

Liquidity risk is the risk that the Agency will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Agency manages its liquidity risk by monitoring its operating requirements.

12. Contingency

The Agency is subject to a legal claim(s) for damages that have been alleged to be \$145,000. Management has estimated at this stage of the proceedings that the most likely maximum exposure to the claim(s) is \$40,000.

Catholic Family Service of Calgary
Notes to Financial Statements
December 31, 2021

13. Program revenue and expenses

	Louise Dean School	Coordinated Community Response for Healthy Babies	Rapid Access Counselling - FRN	Rapid Care Counselling	Strengthening Hope Learner Bursary	Families Together	NTL-E	Fathers Moving Forward	CFS Parent/Child Learning Centre at LDC	Counselling Services	Functional Family Therapy FFT	Marriage Preparation	Brief Intervention & Caregiver/Child Support BICS	Never Too Late	Community Projects	School-Based Intervention	2021	2020
Revenue																		
Province of Alberta	\$ 6,460	\$ -	\$ 291,104	\$ -	\$ 502,270	\$ -	\$ 75,000	\$ 133,550	\$ 93,757	\$ 81,347	\$ -	\$ -	\$ 797,729	\$ -	\$ -	\$ -	\$ 1,981,217	\$ 1,900,617
Foundations	107,744	-	-	1,029,823	-	10,700	51,863	69,854	36,577	68,669	251,667	-	-	108,288	160,147	-	1,856,732	566,291
City of Calgary - FCSS	710,049	-	-	-	-	450,339	-	-	-	41,159	158,795	-	-	-	95,465	-	1,455,807	1,466,360
United Way of Calgary and Area	52,837	-	-	-	-	-	105,295	17,292	155,321	428,960	-	-	-	105,295	42,142	-	907,142	1,065,003
Government of Canada	-	218,205	-	-	-	-	-	-	524,899	-	-	-	-	-	-	-	743,104	743,104
Unlocking Potential donations	91,500	15,473	-	34,147	-	9,000	32,917	-	94,382	227,427	51,656	-	-	15,778	24,808	-	597,088	222,019
Fees for service	-	-	-	-	-	-	-	-	120,970	145,923	4,385	57,130	-	-	3,120	-	331,528	315,241
Provincial daycare subsidies	-	-	-	-	-	-	-	-	213,690	-	-	-	-	-	-	-	213,690	204,742
Calgary Catholic School Board	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	174,391	174,391	386,988
Donations	36,825	-	-	-	-	27,908	-	305	44,530	5,776	-	-	-	27,369	16,158	-	158,871	179,102
Provincial daycare staff grants	-	-	-	-	-	-	-	-	136,476	-	-	-	-	-	-	-	136,476	93,713
Miscellaneous revenue	-	-	-	-	-	4,703	-	-	-	3,000	-	-	-	-	-	-	7,703	31,380
Social club dues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,920	-	4,920	1,120
Interest income	-	-	-	-	-	-	-	-	-	3,623	-	-	-	-	-	-	3,623	11,385
Calgary Area Child and Family Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,825
Total Revenue	1,005,415	233,678	291,104	1,063,970	502,270	502,650	265,075	221,001	1,421,002	1,005,884	466,503	57,130	797,729	256,730	346,760	174,391	8,611,292	7,267,990
Expenses																		
Technical and direct salary and wages	565,939	125,380	200,210	312,907	142,366	205,559	130,441	111,770	945,385	496,256	233,142	7,237	196,389	138,298	103,683	108,188	4,023,150	3,603,784
Purchased services	90,572	891	-	579,608	-	36,900	26,065	5,425	14,741	28,540	24,951	11,891	508,637	46,422	129,270	108,188	1,504,333	683,280
Employee benefits	103,805	24,777	33,452	51,524	42,325	53,695	22,451	24,790	186,716	89,294	4,747	4,747	35,612	18,815	17,217	24,066	779,959	720,189
Administration salary and wages	41,998	-	-	17,279	28,636	48,775	14,813	27,999	48,040	53,498	17,499	9,500	-	11,611	3,662	25,574	348,984	336,135
Rent	-	7,200	-	12,000	4,500	22,471	14,348	-	-	197,182	10,000	-	6,906	5,875	9,473	-	289,955	339,420
Stakeholder relations salary and wages	46,971	2,776	-	8,601	-	37,425	10,841	19,435	64,049	45,300	17,086	7,453	-	10,575	4,389	2,757	277,658	145,103
Clerical	47,031	5,079	13,180	12,138	-	23,763	6,845	16,589	50,545	23,262	16,789	8,295	9,842	7,897	21,653	1,685	264,593	234,855
Accounting salary and wages	15,715	3,886	10,772	15,332	66,994	17,449	19,737	5,635	29,283	27,605	13,543	2,192	11,593	4,578	709	-	247,801	207,485
Learners bursary	-	-	-	206,823	-	-	-	-	-	-	-	-	-	-	-	-	206,823	227,177
Information technology salary and wages	4,604	5,210	10,354	30,542	-	5,546	2,277	2,209	37,372	6,754	17,492	1,235	12,193	1,627	2,072	1,805	141,292	124,128
Office	34,081	383	761	740	1,165	7,298	5,398	2,154	4,783	4,571	13,613	479	296	3,003	778	-	82,689	92,535
Program supplies	21,992	3,711	3,663	1,276	172	3,938	762	1,367	9,372	20	62	2,813	1,244	1,006	1,196	-	52,594	60,948
Training and professional development	6,289	531	2,803	1,106	300	3,337	325	-	3,858	10,898	13,375	-	445	405	5,969	103	49,784	30,384
Insurance	6,937	215	941	3,222	1,611	7,937	1,692	462	6,786	6,391	-	322	-	1,692	-	3,041	49,336	41,604
Promotion media	2,720	-	269	300	-	8,275	3,200	1,225	1,150	4,204	15,573	-	-	1,075	10,915	-	48,906	2,639
Nutrition supplements	-	46,825	-	-	-	-	-	-	-	-	-	-	-	-	-	-	46,825	50,682
Telephone	8,449	1,830	866	3,168	1,901	5,228	1,260	2,920	5,211	2,779	4,816	43	1,410	796	1,510	113	42,302	41,297
Audit fees	1,500	3,000	2,500	3,839	1,000	2,000	250	2,000	5,322	4,480	3,020	-	6,000	250	-	-	35,161	25,177
Automotive	2,834	8,532	1,883	2,871	1,046	4,520	2,956	301	3,238	(11,270)	2,793	14	4,642	2,585	286	3,291	30,522	51,365
Scholarship	-	-	-	-	-	-	315	394	-	2,422	-	-	-	-	17,171	-	20,302	20,242
Office equipment/software maintenance	1,984	413	167	-	-	2,696	-	-	1,320	1,510	4,161	-	251	-	-	-	12,502	13,989
Office equipment purchase	112	-	1,914	6,984	-	-	318	-	608	-	101	-	1,984	(229)	-	-	11,792	36,218
Data	960	239	169	358	1,376	811	519	228	2,239	814	2,937	45	285	264	136	212	11,592	13,498
Contract counselling	-	-	-	-	-	-	-	-	-	8,340	-	-	-	-	-	-	6,340	9,780
Social club	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,920	-	4,920	753
Organization dues	362	-	-	175	-	3,765	-	(3,912)	1,004	300	1,750	-	-	-	999	-	4,443	14,591
Research/evaluation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,311	-	2,311	7,465
Banking fees	50	-	-	-	-	262	142	10	-	647	736	864	-	27	-	-	2,738	3,385
Learner school fees	-	-	-	-	2,025	-	-	-	-	-	-	-	-	-	-	-	2,025	6,825
Honorariums	500	-	-	-	-	-	-	-	-	-	-	-	-	-	200	-	700	5,700
Fastworks	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,385
Postage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,101
Print and stationary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,814
Total Expenses	1,005,415	233,679	291,104	1,063,970	502,270	502,650	265,075	221,001	1,421,002	1,005,913	466,503	57,130	797,729	256,730	340,771	174,391	8,605,332	7,158,933
Excess (deficiency) of revenue over expenses before amortization	-	-	-	-	-	-	-	-	-	(29)	-	-	-	-	5,989	-	5,960	108,957
Amortization	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,989	-	5,989	748
Excess (deficiency) of revenue over expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (29)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (29)	\$ 108,209