

2018 - 2019  
**ANNUAL REPORT**



**United Way**  
Saskatoon & Area



### STRONG COMMUNITY RELATIONSHIPS

United Way of Saskatoon and Area is dedicated to making important social issues like poverty and social exclusion unignorable in our community. But this is not a solo-pursuit; no one agency, initiative, individual, company or government can make a lasting impact on its own. The outcome of our disruption resulted in a more sustainable fiscal condition. And far more significant, a refreshed energy for building and maintaining good relationships with our many stakeholders in the community.

At the beginning of 2018-19, we came to a critical inflection point in our 60-year history, a disruption that caused us to wrestle with big questions and grind through some difficult months. It can be difficult in hard times to remember why you do what you do, what's the grind for? Thanks to the many, many incredible United Way supporters and champions in our community who've reminded us over and over again that a strong Saskatoon needs a vibrant United Way.

While there remains much work to do, we stand firmly on a foundation of a collective vision to make lasting social change. We believe that everyone in our community should have the opportunity to reach their full potential, and United Way has a significant role to play in achieving that vision.

As we conclude this year and look to a bright new future, we're happy to say that two of the characteristics that have made us who we are, remain at the centre of who we will be:

We have recommitted to meaningful connections with our community partners. One way we have expressed this commitment this year is the reestablishment of quarterly town hall meetings that bring together agencies and initiatives with whom we have funding agreements. The purpose of these gatherings is dialogue, relationship building, peer support and networking.

The importance of relationships goes beyond those with whom we have had funding agreements. In fact, United Way is seen as a community partner with organizations who don't currently receive financial investment. Plus, today's United Way is building dynamic relationships with individual and corporate donors to find simple yet powerful ways to invest time, treasure and talent to create impact right here in our community.



**David Fisher**  
Board Chair

investment strategy that truly reflects the wisdom, vision, and needs of this community.

United Way is a movement of people who want to ensure that everyone in the community has the opportunity to reach their full potential. We will realize this vision by building on our deep local community knowledge, relationships and presence to empower people to make a personal impact and improve our community.

Every organization goes through seasons of disruption. Those that survive and thrive have one thing in common: they use the disruption as a launch pad for renewal.

We're ready to launch.

## COMMUNITY INVESTMENT

United Way has always made investments in the community through community partners. It always will. With the conclusion of the first set of multi-year agreements, comes the opportunity to reimagine *how* we invest.

The foundation of our community investment is our three focus areas - helping kids be all they can be, moving people from poverty to possibility and building strong communities. Whether it's working to ensure kids maintain or improve grade level reading, enhancing access to supports and services, or ensuring homes are safe places, United Way will be there.

We're excited about the process of arriving at a new investment strategy in the upcoming year. We've begun community consultations with youth, Indigenous leaders, our community partners, corporate supporters, donors, and the general public. We want a new community

A handwritten signature in black ink, appearing to read "Shaun".

**Shaun Dyer**  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "David Fisher".

**David Fisher**  
Board Chair

**David Fisher**

Chair  
Executive Director,  
Concentus Citizenship Education Foundation

**Cecilia (CeCe) Baptiste**

Past-chair  
Associate Director, Finance  
Saskatchewan Indian Institute of Technologies

**Mary Donlevy-Konkin**

Vice-chair  
Senior Council,  
McKercher LLP

**Lee Braaten**

Treasurer  
Managing Partner,  
PwC

**Dan Brown**

Managing Partner,  
Boyden

**Michele D. Cameron**

Diversity & Inclusion Manager,  
Federated Co-operatives Ltd.

**Darla Deguire**

Prairie Regional Director,  
Canadian Labour Congress

**Grant Foster**

Superintendent,  
Saskatoon Police Service

**Luke Hansen**

Accountant,  
Virtus Group LLP

**Kara Leftley**

Business Development Manager,  
Saskatchewan Futurpreneur

**Dale Markling**

Staff Representative,  
Grain & General Services Union

**Luke Muller**

Director of Communications,  
University of Saskatchewan

**Crystal Petryk**

Clinical Social Worker,  
Saskatchewan Health Authority

**Daryl Schatz**

Regional Director,  
Justice Canada

**David Waugh**

Chief Executive Officer,  
North Atlantic Potash Inc.

**Shaun Dyer**

Chief Executive Officer,  
United Way of Saskatoon & Area

## EXECUTIVE:

**Chair:** David Fisher

**Vice Chair:** Mary Donlevy-Konkin

**Treasurer:** Lee Braaten

**Past Chair:** CeCe Baptiste

**Chief Executive Officer:** Shaun Dyer

## STANDING BOARD COMMITTEES

### COMMUNITY IMPACT COMMITTEE

- Dan Brown
- David Fisher
- Luke Hansen
- Dale Markling
- Luke Muller
- Daryl Schatz

### GOVERNANCE & NOMINATIONS COMMITTEE

- CeCe Baptiste
- Dan Brown
- Mary Donlevy-Konkin
- David Fisher
- Crystal Petryk
- David Waugh

### FINANCE & AUDIT COMMITTEE

- Lee Braaten
- David Fisher
- Luke Hansen
- Daryl Schatz

### INDIGENOUS ENGAGEMENT COMMITTEE

- Michele Cameron
- Darla Deguire
- David Fisher
- Grant Foster
- Dale Markling

### SASKATOON COMMUNITY SERVICE VILLAGE BOARD

- Lee Braaten
- Michele Cameron

### LABOUR ADVISORY COMMITTEE

- Darla Deguire
- Dale Markling



I am pleased to report on the 2018-2019 financial highlights of United Way of Saskatoon and Area (United Way) for the year ending March 31, 2019.

Last year, our donors and partners showed their local love for their community and through these acts United Way raised \$4.03M of revenue.

## UNITED WAY INVESTMENTS

United Way proudly invested \$2.07M locally into programs and initiatives focused on kids, community and poverty. This significant investment will positively impact the lives of Saskatoon and area's most vulnerable people and work to create change for the entire community. Some highlights include:

- Over \$468K directly into local organizations and service providers whose work in the community helps change lives on a daily basis.
- Over \$462K was allocated to the *Journey Home* housing first program. As of March 2019, 79 of Saskatoon's most chronically homeless citizens have

been given housing and offered supportive services delivered by Saskatoon Crisis and Intervention Services.

- Over \$81K was invested into *211 Saskatchewan* which expanded its services in June 2018 to include phone support, texting and online web chat; all enabling the province to be better connected to the support they are seeking, in a way that works for them.
- Over \$39K plus significant staff resources was invested into six *Summer Success* camps in partnership with Greater Saskatoon Catholic Schools.

Above and beyond the \$2.07M community investment highlighted above, United Way continued to honour their multi-year funding agreements with their funded agencies by making total payments of \$1.17M between April 2018 and March 2019 which were previously accrued in the 2017-18 fiscal year. United Way will have fulfilled its commitments under these agreements in June 2019. Although these payments put some strain on our declining revenues, it represented our commitment to support our community partners.

During the 2018-19 fiscal year, United Way made considerate cash flow decisions that resulted in community investments being based on the actual amount of fundraising dollars pledged and received, rather than committing to allotting funding based on budget alone. These tough decisions were prompted by declining revenue over the past four years.

Thank you to everyone who has impacted the work of United Way. Thank you to KPMG for their excellent service and support throughout the audit process.



**Lee Braaten, FCPA, FCA**

Treasurer, United Way Board of Directors



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## INDEPENDENT AUDITORS' REPORT

To the Members of United Way of Saskatoon and Area

### Opinion

We have audited the financial statements of United Way of Saskatoon and Area (the Entity), which comprise:

- the statement of financial position as at March 31, 2019
- the statement of revenue and expenses for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at March 31, 2019, 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 "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other 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 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 Entity'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.

Those charged with governance are responsible for overseeing the Entity'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 the 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 Entity'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 Entity'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 Entity 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.
- 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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a long, horizontal, slightly curved line that underlines the text.

Chartered Professional Accountants

Saskatoon, Canada

May 23, 2019

# UNITED WAY OF SASKATOON AND AREA

## Statement of Financial Position

March 31, 2019, with comparative information for 2018

	2019	2018
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 1,311,063	\$ 1,234,689
Pledges receivable (note 2)	1,243,747	1,336,190
Accounts receivable	29,169	28,075
Prepaid expenses	73,792	61,375
	<u>2,657,771</u>	<u>2,660,329</u>
Investment in 211 Saskatchewan (note 3)	28,953	34,973
Capital assets (note 4)	49,775	34,573
	<u>\$ 2,736,499</u>	<u>\$ 2,729,875</u>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 103,897	\$ 109,689
Allocations committed to agencies (note 6)	693,498	1,179,072
Deferred revenue (note 5)	291,191	327,646
	<u>1,088,586</u>	<u>1,616,407</u>
Allocations committed to agencies (note 6)	-	277,428
	<u>1,088,586</u>	<u>1,893,835</u>
Net assets:		
Operating reserve	505,830	610,959
Community investment reserve	932,000	-
Capital replacement reserve	160,308	190,508
Invested in capital assets	49,775	34,573
	<u>1,647,913</u>	<u>836,040</u>
Commitments (note 3 and 7)		
	<u>\$ 2,736,499</u>	<u>\$ 2,729,875</u>

See accompanying notes to the financial statements.

Approved on behalf of the Board:

  
 \_\_\_\_\_ Director  
  
 \_\_\_\_\_ Director

## UNITED WAY OF SASKATOON AND AREA

### Statement of Revenue and Expenses

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Revenue:		
Contributions and pledges	\$ 3,660,117	\$ 4,080,102
Funds transferred from other United Way organizations	220,894	328,585
Gross campaign revenue	3,881,011	4,408,687
Less provision for uncollectible pledges	(164,516)	(151,762)
Net campaign revenue	3,716,495	4,256,925
Other revenue:		
Other (note 8)	263,633	142,465
Grants	36,216	24,639
Interest	18,227	15,808
Total revenue	4,034,571	4,439,837
Fundraising expenses (schedule 2)	1,143,139	1,181,740
Net revenue available for allocations and programs	2,891,432	3,258,097
Allocations and programs:		
Allocations to agencies	468,350	2,045,720
Community services and initiatives (schedule 1)	1,270,751	1,421,452
Donor directed giving (note 9)	340,458	563,862
	2,079,559	4,031,034
Excess (deficiency) of revenue over expenses	\$ 811,873	\$ (772,937)

See accompanying notes to the financial statements.

**UNITED WAY OF SASKATOON AND AREA**
**Statement of Changes in Net Assets**

Year ended March 31, 2019, with comparative information for 2018

March 31, 2019	Invested in Capital Assets	Community Investment Reserve	Capital Replacement Reserve	Operating Reserve	Total
Balance, beginning of year	\$ 34,573	\$ -	\$ 190,508	\$ 610,959	\$ 836,040
Excess (deficiency) of revenue over expenses	(17,675)	-	-	829,548	811,873
Purchase of capital assets	32,877	-	-	(32,877)	-
Utilization of (transfer to) reserves	-	932,000	(30,200)	(901,800)	-
<b>Balance, end of year</b>	<b>\$ 49,775</b>	<b>\$ 932,000</b>	<b>\$ 160,308</b>	<b>\$ 505,830</b>	<b>\$ 1,647,913</b>

March 31, 2018	Invested in Capital Assets	Community Investment Reserve	Capital Replacement Reserve	Operating Reserve	Total
Balance, beginning of year	\$ 63,451	\$ 675,000	\$ 191,376	\$ 679,150	\$ 1,608,977
Deficiency of revenue over expenses	(30,919)	-	-	(742,018)	(772,937)
Purchase of capital assets	2,041	-	-	(2,041)	-
Utilization of (transfer to) reserves	-	(675,000)	(868)	675,868	-
<b>Balance, end of year</b>	<b>\$ 34,573</b>	<b>\$ -</b>	<b>\$ 190,508</b>	<b>\$ 610,959</b>	<b>\$ 836,040</b>

See accompanying notes to the financial statements.

# UNITED WAY OF SASKATOON AND AREA

## Statement of Cash Flows

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used for):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ 811,873	\$ (772,937)
Items not involving cash:		
Amortization of capital assets	17,675	30,919
Investment in 211 Saskatchewan (note 3)	81,020	82,695
Change in non-cash operating working capital:		
Pledges receivable	92,443	525,541
Accounts receivable	(1,094)	6,261
Prepaid expenses	(12,417)	360
Accounts payable and accrued liabilities	(5,792)	(16,114)
Allocations committed to agencies	(763,002)	(386,250)
Deferred revenue	(36,455)	(213,026)
	184,251	(742,551)
Investing activities:		
Investment in 211 Saskatchewan (note 3)	(75,000)	(90,000)
Purchase of capital assets	(32,877)	(2,041)
	(107,877)	(92,041)
Increase (decrease) in cash and cash equivalents	76,374	(834,592)
Cash and cash equivalents, beginning of year	1,234,689	2,069,281
Cash and cash equivalents, end of year	\$ 1,311,063	\$ 1,234,689

See accompanying notes to the financial statements.

# UNITED WAY OF SASKATOON AND AREA

Notes to the Financial Statements

Year ended March 31, 2019

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United Way of Saskatoon and Area (“United Way”) is incorporated without share capital as a non-profit organization under the laws of the Province of Saskatchewan. Its mission is to improve lives and build community by engaging individuals and mobilizing collective action.

As a registered charitable organization under the Income Tax Act (Canada), United Way is exempt from income taxes and is able to issue charitable donation receipts for income tax purposes.

## 1. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian Accounting Standards for not-for-profit organizations in Part III of the Chartered Professional Accountants Canada Handbook.

### (a) Revenue recognition:

United Way follows the deferral method of accounting for campaign revenue. Non-designated campaign contributions are recognized as revenue in the period the contribution is received or receivable. A provision for uncollectible pledges is recorded to reduce pledges receivable and revenue.

Campaign contributions where the donor has directed that the funds be allocated to a registered charity are initially recorded as deferred revenue. Upon payment of the funds to the registered charity, the payment is recognized as an expense and the contribution is recognized as revenue. Administration fees related to donor directed contributions are recognized in the period the payment is made to the registered charity.

Grants and externally restricted contributions are recognized as revenue in the year which the related expenses are recognized. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized as revenue in that subsequent period.

Interest revenue is recognized as revenue when earned. Other revenue including revenue from fees, contracts and registration fees are recognized when the services are provided.

### (b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and short-term investments held at financial institutions which are highly liquid with original maturities of less than three months.

### (c) Pledges receivable:

Contribution pledges are recorded as receivable when committed and allowances are provided for amounts estimated to be uncollectible.

# UNITED WAY OF SASKATOON AND AREA

Notes to the Financial Statements

Year ended March 31, 2019

## 1. Significant accounting policies (continued):

### (d) Joint projects:

The investment in 211 Saskatchewan which is jointly owned and controlled by United Way is accounted for using the equity method.

### (e) Capital assets:

Capital assets are recorded at cost. Repairs and maintenance costs are expensed. When a capital asset no longer contributes to United Way's ability to provide services, its carrying amount is written down to its residual value.

Capital assets are amortized over their estimated useful lives using the following methods and annual rates:

Asset	Method	Rate
Furniture and fixtures	Declining balance	10%-20%
Computer equipment	Straight-line	20%
Computer software	Straight-line	20%
Leaseholds	Straight-line	Term of lease

Capital assets are not subject to amortization until they are substantially complete and available for their intended use.

### (f) Donated goods and services:

Goods and services contributed to United Way to be consumed in operations are not recognized in the financial statements due to the difficulty of determining the fair value.

### (g) Measurement uncertainty:

The preparation of financial statements require management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the provision for uncollectible pledges, accrued liabilities, and the allocation of operating expenses. Actual results could differ from these estimates.

# UNITED WAY OF SASKATOON AND AREA

Notes to the Financial Statements

Year ended March 31, 2019

## 1. Significant accounting policies (continued):

### (h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. United Way has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method or effective interest rate method.

With respect to financial assets measured at cost or amortized cost, United Way recognizes in its excess (deficiency) of revenue over expenses an impairment loss, if any, when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed in the excess (deficiency) of revenue over expenses in the period the reversal occurs.

### (i) Allocation of operating expenses:

Operating expenses are incurred to support functional areas and are allocated to fundraising and community services and initiatives expenses based on a time study method. Following this method, operating expenses are allocated as follows:

	2019	2018
Fundraising expenses	70%	66%
Community services expenses	30%	34%



# UNITED WAY OF SASKATOON AND AREA

Notes to the Financial Statements

Year ended March 31, 2019

## 1. Significant accounting policies (continued):

### (j) Restriction on net assets:

The operating reserve represents funds that the Board of Directors has internally restricted to be used by United Way in periods of financial uncertainty. Pursuant to United Way's internal policies, the operating reserve is to be maintained at an amount of 10%-12% of prior year net campaign revenue. The policy requires that 80% of the reserve be funded by way of cash or other liquid short-term investments.

The community investment reserve represents funds that the Board of Directors has internally restricted to be used with respect to community investment and building for the future through United Way programs. The specific use of the reserve is at the discretion of the Board of Directors.

The capital replacement reserve represents funds that the Board of Directors has internally restricted for the replacement of capital assets.

Invested in capital assets represents the unamortized cost of capital assets. Adjustments to the reserve are made for additions, disposals and amortization of capital assets.

## 2. Pledges receivable:

	2019	2018
Pledges receivable	\$ 1,502,747	\$ 1,608,190
Allowance for uncollectible pledges receivable	(259,000)	(272,000)
	<b>\$ 1,243,747</b>	<b>\$ 1,336,190</b>

## UNITED WAY OF SASKATOON AND AREA

Notes to the Financial Statements

Year ended March 31, 2019

### 3. Investment in 211 Saskatchewan:

211 Saskatchewan is a database which allows internet, text and phone users to access a full range of community, social, government, and health services within the province of Saskatchewan.

United Way has an agreement with United Way Regina relating to 211 Saskatchewan and has agreed to pay 50% of all annual costs, associated with the development and operation of the database. United Way's share of these costs are expected to approximate \$150,000 per year.

United Way's contributions and share of net expenses of 211 Saskatchewan for the period from April 1, 2018 to March 31, 2019 are summarized as follows:

	2019		2018	
Balance, beginning of year	\$	34,973	\$	27,668
Contributions		75,000		90,000
Share of net expenses (loss)		(81,020)		(82,695)
Balance, end of year	\$	28,953	\$	34,973

### 4. Capital assets:

	2019		2018	
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	\$ 71,856	\$ 52,604	\$ 19,252	\$ 21,332
Computer equipment	123,965	93,442	30,523	7,479
Computer software	108,216	108,216	-	5,762
Leaseholds	32,745	32,745	-	-
	\$ 336,782	\$ 287,007	\$ 49,775	\$ 34,573

# UNITED WAY OF SASKATOON AND AREA

Notes to the Financial Statements

Year ended March 31, 2019

## 5. Deferred revenue:

	2019	2018
Donor directed giving to charities	\$ 193,269	\$ 212,007
Program grants	87,922	110,639
Future year's campaign	10,000	5,000
	<b>\$ 291,191</b>	<b>\$ 327,646</b>

## 6. Obligations under funding agreements:

United Way previously entered into multi-year funding agreements with 25 agencies. The final allocations on these agreements will be disbursed by June 30, 2019. Additionally, United Way has entered into funding agreements through bridge grant agreements with 25 agencies between July 1, 2019 and March 31, 2020. These amounts are accrued as current liabilities in the statement of financial position. Under these funding agreements, United Way's allocation commitments, subject to available financial resources from campaign contributions are as follows:

Allocations committed to agencies under multi-year agreements	\$ 277,428
Allocations committed to agencies under bridge grant agreements	\$ 416,070
	<b>\$ 693,498</b>

## 7. Commitments:

(i) United Way is committed to future payments under an operating lease for office space through October 31, 2020 and an operating lease for equipment through June 30, 2021.

Future minimum payments, by year and in aggregate, under these commitments, consisted of the following at March 31, 2019:

2020	\$ 99,047
2021	60,931
2022	929
	<b>\$ 160,907</b>

(ii) United Way has agreed to provide up to \$462,000 between April 1, 2019 and March 31, 2020 of grant funding to Saskatoon Crisis Intervention Service ("SCIS"). This will allow SCIS to continue to provide services under the Journey Home Program where homeless individuals with acute needs will be housed or re-housed utilizing the Housing First Model.

# UNITED WAY OF SASKATOON AND AREA

Notes to the Financial Statements

Year ended March 31, 2019

## 8. Other revenue:

	2019	2018
Wichitowin Aboriginal Engagement Conference (see schedule 1 for related expenses)	\$ 211,803	\$ 123,120
Other	51,830	19,345
	<b>\$ 263,633</b>	<b>\$ 142,465</b>

## 9. Donor directed giving:

Campaign contributions include donor directed giving in the amount of \$367,983 (2018 - \$612,308) of which \$340,458 (2018 - \$563,862) (net of administration fees) has been paid to registered charities in Canada pursuant to donor requests.

## 10. Financial risk management:

The Organization's financial risks are as follows:

### a) Interest rate risk:

United Way is exposed to interest rate risk arising from fluctuations in interest rates on amounts invested in interest bearing cash and cash equivalents with interest based on prime rates.

### b) Credit risk:

United Way is exposed to credit risk to the extent that its donors may experience financial difficulty and would be unable to meet their pledge obligations. However, United Way has a large number of donors, which mitigates the concentration of credit risk. United Way assesses, on a continuous basis, pledges receivable and provides for any amount that is not collectible in the allowance for uncollectible pledges receivable.

### c) Liquidity risk:

Liquidity risk is the risk that United Way will be unable to fulfill its obligations on a timely basis or at a reasonable cost. United Way manages its liquidity risk by monitoring its operating requirements. United Way prepares and monitors a budget to ensure it has sufficient funds to fulfill its obligations. Cash flow forecasts are regularly monitored by the Board of Directors. United Way has access to a revolving demand credit facility up to a maximum of \$100,000 which can be utilized for general working capital purposes; however, no funds have been drawn to date. Trade accounts payable and accrued liabilities are generally paid within 30 days.

# UNITED WAY OF SASKATOON AND AREA

Notes to the Financial Statements

Year ended March 31, 2019

## 11. Transparency, accountability and financial reporting:

United Way follows the reporting guidelines as outlined in its membership agreement with United Way of Canada - Centraide Canada. As part of these guidelines, each member calculates fundraising and allocation ratios. These ratios are summarized as follows:

	2019	2018
Fundraising ratio:		
Total revenue	\$ 4,034,571	\$ 4,439,837
Add: provision for uncollectible pledges	164,516	151,762
<b>Total revenue for fundraising</b>	<b>4,199,087</b>	<b>4,591,599</b>
Direct fundraising expenses (schedule 2)	599,913	655,415
Allocation of operating expenses (schedule 3)	543,226	526,325
<b>Total fundraising expenses</b>	<b>\$ 1,143,139 27.2%</b>	<b>\$ 1,181,740 25.7%</b>

## 12. Comparative figures

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

Schedule 1**UNITED WAY OF SASKATOON AND AREA****Schedule of Community Services and Initiatives**

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Journey Home	\$ 462,000	\$ 543,500
Wichitowin Aboriginal Engagement Conference	221,803	133,120
Salaries and benefits	146,793	250,310
211 Saskatchewan (note 3)	81,020	82,695
United Way of Canada - membership	46,574	52,738
Summer Success Literacy Program	39,069	48,123
Community building initiatives	25,540	22,767
Capacity building	8,313	8,025
Meetings and travel	4,624	6,906
Office equipment and supplies	2,135	2,131
Professional development and recruitment	69	-
	1,037,940	1,150,315
Allocation of operating expenses (schedule 3)	232,811	271,137
	\$ 1,270,751	\$ 1,421,452

Schedule 2**UNITED WAY OF SASKATOON AND AREA****Schedule of Fundraising Expenses**

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Salaries and benefits	\$ 409,232	\$ 457,211
Promotion, public relations and special events	126,599	125,257
Service charges	34,015	38,542
Meetings and travel	14,495	14,585
Professional fees	8,754	8,893
Office equipment and supplies	5,802	10,690
Professional development and recruitment	1,016	237
	599,913	655,415
Allocation of operating expenses (schedule 3)	543,226	526,325
	\$ 1,143,139	\$ 1,181,740

Schedule 3**UNITED WAY OF SASKATOON AND AREA****Schedule of Operating Expenses**

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Salaries and benefits	\$ 499,094	\$ 490,752
Occupancy	132,221	144,563
Professional fees	64,120	61,045
Office equipment and supplies	22,762	28,893
Amortization	17,675	30,919
Transformation strategy	15,192	-
Meetings and travel	12,900	12,720
Service charges	4,512	4,640
Board and governance	3,917	8,891
Professional development and recruitment	3,644	15,039
Total operating expenses before allocation	776,037	797,462
Allocation to fundraising expenses (schedule 2)	(543,226)	(526,325)
Allocation to community services and initiatives (schedule 1)	(232,811)	(271,137)
	\$ -	\$ -



# ACTS OF LOCAL LOVE



## ENCOURAGE OTHERS

You can show your local love by using your voice, getting informed, and educating your friends, family and co-workers about the growing needs in our community.



## VOLUNTEER

Whether you are passionate about improving social conditions or are new to the community and looking for an opportunity to connect, you can show local love by giving your time and getting involved.



## DONATE

By donating to United Way, you move families and individuals out of poverty into healthy and sustainable situations; you create opportunities for participation in community initiatives; and you provide children and youth with the means to become successful young adults. Your support makes everything possible.

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**United Way**  
Saskatoon & Area