

2016 - 2017 Annual Report



United Way
Saskatoon & Area



Annual Report CEO and Board Chair Message



Shaun Dyer,
CEO

United Way of Saskatoon and Area's power to make positive change in the community is found at the confluence of focus, leadership, stewardship and generosity. That also happens to be where we get the strength to endure seasons of great challenge and change.

FOCUS

When challenging circumstances arise, it can be tempting to be reactive and make short-sighted changes. In 2016, United Way kept its eyes on our three focus areas—All That Kids Can Be, Poverty to Possibility, and Strong Communities. As a result, we made a significant impact in the community:

- Along with our partners, Saskatoon Public Schools and Greater Saskatoon Catholic Schools, more than 50 kids experienced success in reading skill development through our first Summer Success program.
- Our partnership with Labour resulted in the tremendous success of Tampon Tuesday, a vital initiative in support of vulnerable women.

- We announced the expansion of 211 Saskatchewan. United Way's innovative, online resource for people seeking information and access to community support services will soon include telephone and text capabilities throughout our province.
- We provided critical support to more than 50 local social profit organizations and extended our commitment to Journey Home, our Housing First initiative in partnership with Saskatoon Crisis Intervention Service.

LEADERSHIP

We owe a huge debt of gratitude to the Board of Directors whose steadfast leadership not only guided United Way through a very demanding year, it resulted in a more unified team ready for what comes next.

When an unplanned CEO change combined with the reality of an annual fundraising shortfall, United Way sought wise, pragmatic and enthusiastic leadership from its Director of Operations, Jocelyn Zurakowski, who—not once, but twice—stepped in as Interim CEO. With Jocelyn providing stable leadership, our remarkable staff stepped up as well, ensuring that core programming and services went largely uninterrupted.

So much of what we do at United Way depends on our amazing volunteers. Whether as part of our Campaign Cabinet, YXE Connects team, or supporting Summer Success, United Way volunteers infuse vibrant energy and enthusiasm into our community engagement events. We could not do it without you.

Annual Report CEO and Board Chair Message



Generosity makes us bigger, while it narrows the gap between where we are and what often seems impossible.

To United Way's Board of Directors, staff, and volunteers, thank you for your generous dedication and leadership. And thank you to the thousands of you from Saskatoon and surrounding area who gave generously to United Way of Saskatoon and Area in 2016.

Together, we are possibility.

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

Shaun Dyer
Chief Executive Officer

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

Cara Bahr
Board Chair

STEWARDSHIP

When the softening provincial economy pointed to an annual fundraising shortfall, we were forced to make some hard choices about our resources. However, protecting our community partners was a top priority, so the Board decided to honour every one of our funding agreements and implement other cost-saving measures instead.

Each donor dollar United Way receives is a sacred trust. We believe that these measures will not only see us through the economic downturn, but they reinforce our reputation for gold-standard fiscal management and community commitment.

GENEROSITY

Even with the economic slowdown—perhaps even in spite of it—Saskatoon gave nearly \$5.9 Million to help improve lives right here at home. Which is so typical of generosity, isn't it? Generosity is the counter-intuitive notion that selfless giving gives us more somehow.

Board of Directors

Cara Bahr

Chair
Community Engagement Manager
Affinity Credit Union

Cecilia (CeCe) Baptiste

Vice-Chair
Financial Analyst
Institution Planning & Assessment
University of Saskatchewan

Daphne Arnason

Treasurer

Jason Aebig

Past-Chair
Partner, Creative Fire

Barbara Cape

President, SEIU-West

Andrew Coutts

Partner, Deloitte & Touche LLP

Belinda Daniels

Educator (on-leave)
Mount Royal Collegiate
Saskatoon Public Schools

Darla Deguire

Prairie Regional Director
Canadian Labour Congress

Mary Donlevy-Konkin

Senior Council, McKercher LLP

David Fisher

Grant Foster

Superintendent
Saskatoon Police Service

Wilma Isbister

General Manager, Dakota Dunes Community
Development Corporation

Heather Macmillan Brown

2016 Campaign Co-Chair
Partner, Miller Thomson LLP

Dale Markling

Staff Representative,
Grain & General Services Union

Linda Moulin

Owner,
LSM Consulting Ltd.

Jai Richards

Psychologist, Saskatoon Health Region

David Waugh

CEO,
North Atlantic Potash Inc.

Shaun Dyer

Chief Executive Officer,
United Way of Saskatoon & Area

Board of Directors

EXECUTIVE:

Chair:	Cara Bahr
Vice Chair:	CeCe Baptiste
Treasurer:	Daphne Arnason
Past Chair:	Jason Aebig
Chief Executive Officer:	Shaun Dyer

Standing Board Committees

COMMUNITY IMPACT COMMITTEE

- David Fisher, Chair
- CeCe Baptiste
- Dale Markling
- Grant Foster
- Heather MacMillan Brown
- Jai Richards

HUMAN RESOURCES COMMITTEE

- Dale Markling, Chair
- David Waugh

CEO REVIEW COMMITTEE

- Cara Bahr, Chair
- CeCe Baptiste
- Jason Aebig
- Dale Markling

GOVERNANCE & NOMINATIONS COMMITTEE

- CeCe Baptiste, Chair
- Cara Bahr
- Daphne Arnason
- Jason Aebig
- Linda Moulin
- Mary Donlevy-Konkin

FINANCE & AUDIT COMMITTEE

- Daphne Arnason, Chair
- Cara Bahr
- Grant Foster
- Linda Moulin

LABOUR ADVISORY COMMITTEE

- Dale Markling, Chair
- Darla Deguire

INDIGENOUS ENGAGEMENT COMMITTEE

- Dale Markling
- David Fisher
- Jai Richards

MAJOR GIVING COMMITTEE

- Andrew Coutts, Chair
- David Waugh
- Linda Moulin

2016 COMMUNITY CAMPAIGN CABINET

- Heather MacMillan Brown, Co-Chair
- Cara Bahr

Treasurer's Report



**Treasurer,
Daphne Arnason**

I am pleased to report on the 2016-2017 financial highlights of United Way of Saskatoon and Area (United Way) for the year ending March 31, 2017.

Last year, due to the unwavering generosity of our donors and partners, United Way raised \$5.9M of revenue. This included a \$300K major gift from Bob Steane towards Journey Home, over \$100K relating to registration and sponsorship for the Wicahitowin Aboriginal Engagement Conference, plus a \$300K bequest.

United Way Investments

United Way is proud of the \$5.1M that was invested into the community in order to make positive change. Through various granting streams, United Way invested \$2.7M directly into local organizations and service providers whose work in the community helps our most vulnerable citizens on a daily basis. Additionally:

- Over \$613K was allocated to homelessness and the *Journey Home* housing first program.
- United Way invested over \$80K into 211

Saskatchewan. This online service connects people to community supports in Saskatchewan.

- In the summer of 2016, United Way invested over \$33K plus significant staff resources to launch five Summer Success camps in partnership with Greater Saskatoon Catholic Schools and Saskatoon Public Schools.

United Way made additional investments in the community in order to build relationships and create collective impact, uphold our values regarding authentic Indigenous engagement, achieve positive outcomes in our three focus areas and build awareness around social issues impacting the most vulnerable people in our community.

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.

Together, we are possibility.



Daphne Arnason
Treasurer, United Way Board of Directors



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Fax (306) 934-6233

INDEPENDENT AUDITORS' REPORT

To the Members of United Way of Saskatoon and Area

We have audited the accompanying financial statements of United Way of Saskatoon and Area, which comprise the statement of financial position as at March 31, 2017 and the statements of revenue and expenses, net assets and cash flows for the year then ended and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Auditors' Report



Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of United Way of Saskatoon and Area as at March 31, 2017, 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.

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 25, 2017

UNITED WAY OF SASKATOON AND AREA

Statement of Financial Position

March 31, 2017, with comparative information for 2016

	2017	2016
Assets		
Current assets:		
Cash and cash equivalents	\$ 2,069,281	\$ 2,469,703
Pledges receivable (note 2)	1,861,731	2,408,984
Accounts receivable	34,336	12,095
Prepaid expenses	61,735	55,394
	<u>4,027,083</u>	<u>4,946,176</u>
Investment in 211 Saskatchewan (note 3)	27,668	46,709
Capital assets (note 4)	63,451	102,926
	<u>\$ 4,118,202</u>	<u>\$ 5,095,811</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 125,803	\$ 138,054
Allocations committed to agencies	1,842,750	1,842,750
Deferred revenue (note 5)	540,672	828,344
	<u>2,509,225</u>	<u>2,809,148</u>
Net assets:		
Operating reserve	679,150	712,195
Community investment reserve	675,000	1,275,000
Capital replacement reserve	191,376	196,542
Invested in capital assets	63,451	102,926
	<u>1,608,977</u>	<u>2,286,663</u>
Commitments (notes 3 and 6)		
	<u>\$ 4,118,202</u>	<u>\$ 5,095,811</u>

See accompanying notes to financial statements.

On behalf of the Board:

 Director

 Director

UNITED WAY OF SASKATOON AND AREA

Statement of Revenue and Expenses

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Revenue:		
Campaign contributions	\$ 5,476,788	\$ 5,742,954
Funds transferred from other United Way organizations	325,483	306,798
Gross campaign revenue	5,802,271	6,049,752
Less provision for uncollectible pledges	(176,468)	(89,824)
Net campaign revenue	5,625,803	5,959,928
Other revenue:		
Grants	97,643	281,132
Other	156,597	123,937
Interest	15,110	21,235
Total revenue	5,895,153	6,386,232
Fundraising expenses (schedule 2)	1,430,760	1,324,095
Net revenue available for allocations and programs	4,464,393	5,062,137
Allocations and programs:		
Allocations to agencies	2,680,400	2,807,360
Community services and initiatives (schedule 1)	1,664,484	1,682,253
Donor directed giving (note 7)	797,195	743,443
	5,142,079	5,233,056
Deficiency of revenue over expenses	\$ (677,686)	\$ (170,919)

See accompanying notes to financial statements.

UNITED WAY OF SASKATOON AND AREA

Statement of Net Assets

Year ended March 31, 2017, with comparative information for 2016

March 31, 2017	Invested in Capital Assets	Community Investment Reserve	Capital Replacement Reserve	Operating Reserve	Total
Balance, beginning of year	\$ 102,926	\$ 1,275,000	\$ 196,542	\$ 712,195	\$ 2,286,663
Deficiency of revenue over expenses	(46,688)	-	-	(630,998)	(677,686)
Purchase of capital assets	7,213	-	-	(7,213)	-
Utilization of (transfer to) reserves	-	(600,000)	(5,166)	605,166	-
Balance, end of year	\$ 63,451	\$ 675,000	\$ 191,376	\$ 679,150	\$ 1,608,977

March 31, 2016	Invested in Capital Assets	Community Investment Reserve	Capital Replacement Reserve	Operating Reserve	Total
Balance, beginning of year	\$ 130,370	\$ 1,425,000	\$ 196,542	\$ 705,670	\$ 2,457,582
Deficiency of revenue over expenses	(46,526)	-	-	(124,393)	(170,919)
Purchase of capital assets	19,082	-	-	(19,082)	-
Utilization of (transfer to) reserves	-	(150,000)	-	150,000	-
Balance, end of year	\$ 102,926	\$ 1,275,000	\$ 196,542	\$ 712,195	\$ 2,286,663

See accompanying notes to financial statements.

UNITED WAY OF SASKATOON AND AREA

Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash flows from (used in):		
Operations:		
Deficiency of revenue over expenses	\$ (677,686)	\$ (170,919)
Items not involving cash:		
Amortization of capital assets	46,688	46,526
Share of net expenses in 211 Saskatchewan	79,041	125,250
Change in non-cash operating working capital:		
Pledges receivable	547,253	(60,340)
Accounts receivable	(22,241)	17,426
Prepaid expenses	(6,341)	(7,056)
Accounts payable and accrued liabilities	(12,251)	5,358
Allocations committed to agencies	-	(360,650)
Deferred revenue	(287,672)	112,258
	(333,209)	(292,147)
Investing activities:		
Investment in 211 Saskatchewan	(60,000)	(125,000)
Purchase of capital assets	(7,213)	(19,082)
	(67,213)	(144,082)
Decrease in cash and equivalents	(400,422)	(436,229)
Cash and cash equivalents, beginning of year	2,469,703	2,905,932
Cash and cash equivalents, end of year	\$ 2,069,281	\$ 2,469,703
Cash and cash equivalents consist of the following:		
Cash	\$ 819,281	\$ 1,219,703
Short-term investments	1,250,000	1,250,000
	\$ 2,069,281	\$ 2,469,703

See accompanying notes to financial statements.

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements

Year ended March 31, 2017

United Way of Saskatoon and Area ("United Way") is incorporated without share capital as a non profit organization under the laws 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 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 Financial Statements (continued)

Year ended March 31, 2017

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 charged to expenses. 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 recorded as revenue or expenses due to the difficulty of determining the fair value.

(g) Use of estimates:

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 Financial Statements (continued)

Year ended March 31, 2017

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 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.

With respect to financial assets measured at cost or amortized cost, United Way recognizes in 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 excess 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:

	2017	2016
Fundraising expenses	64%	63%
Community services expenses	36%	37%

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2017

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. It is to be maintained at an amount of 10%-12% of net campaign revenue.

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.

Equity 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:

	2017	2016
Pledges receivable	\$ 2,150,731	\$ 2,642,984
Allowance for uncollectible pledges receivable	(289,000)	(234,000)
	\$ 1,861,731	\$ 2,408,984

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2017

3. Investment in 211 Saskatchewan:

211 Saskatchewan is a database which allows internet 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 of 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, 2016 to March 31, 2017 are summarized as follows:

	2017		2016	
Balance, beginning of year	\$	46,709	\$	46,959
Contributions		60,000		125,000
Share of net expenses (loss)		(79,041)		(125,250)
Balance, end of year	\$	27,668	\$	46,709

4. Capital assets:

	2017		2016	
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	\$ 69,564	\$ 42,684	\$ 26,880	\$ 32,385
Computer equipment	91,724	81,450	10,274	22,600
Computer software	108,216	81,919	26,297	47,941
Leaseholds	32,745	32,745	-	-
	\$ 302,249	\$ 238,798	\$ 63,451	\$ 102,926

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2017

5. Deferred revenue:

	2017	2016
Donor directed giving to charities	\$ 449,230	\$ 718,131
Program grants	75,122	106,173
Future year's campaign	16,320	4,040
	<u>\$ 540,672</u>	<u>\$ 828,344</u>

6. Commitments:

(i) United Way is committed to future payments under an operating lease for office space through October 31, 2017 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, 2017:

2018	\$ 69,076
2019	3,716
2020	3,716
2021	3,716
2022	929
	<u>\$ 81,153</u>

(ii) United Way has entered into multi-year funding agreements with 34 agencies. Under these funding agreements, United Way's allocation commitments, subject to available financial resources from campaign contributions are as follows:

2018	\$ 2,345,750
2019	1,509,000
	<u>\$ 3,854,750</u>

(iii) United Way has agreed to provide up to \$570,000 between April 1, 2017 and March 31, 2018 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 Financial Statements (continued)

Year ended March 31, 2017

7. Donor directed giving:

Campaign contributions include donor directed giving in the amount of \$859,594 of which \$797,195 (net of administration fees) has been paid to registered charities in Canada pursuant to donor requests. In 2016, campaign contributions included donor directed giving in the amount \$802,072 of which \$743,443 had been paid to registered charities in Canada pursuant to donor requests.

8. 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 are 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. Trade accounts payable and accrued liabilities are generally repaid within 30 days. There has been no change to the risk exposure from 2016.

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2017

9. Transparency, accountability and financial reporting:

The 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:

	2017		2016
Fundraising ratio:			
Total revenue	\$ 5,895,153		\$ 6,386,232
Add: provision for uncollectible pledges	176,468		89,824
Total revenue for fundraising	6,071,621		6,476,056
Direct fundraising expenses (schedule 2)	891,959		833,014
Allocation of operating expenses (schedule 3)	538,801		491,081
Total fundraising expenses	\$ 1,430,760	23.6%	\$ 1,324,095 20.5%

10. 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, 2017, with comparative information for 2016

	2017	2016
Plan to End Homelessness and Housing First	\$ 613,679	\$ 579,911
Salaries and benefits	340,291	378,236
Capacity building	164,521	194,556
211 Saskatchewan (note 3)	79,041	125,250
United Way of Canada - membership	60,365	54,326
Community building initiatives	52,434	41,927
Summer Success Literacy Program	33,261	-
Meetings and travel	9,892	10,323
Professional development and recruitment	4,580	6,669
Office supplies and services	3,344	2,643
	1,361,408	1,393,841
Allocation of operating expenses (schedule 3)	303,076	288,412
	\$ 1,664,484	\$ 1,682,253

UNITED WAY OF SASKATOON AND AREA

Schedule of Fundraising Expenses

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Salaries and benefits	\$ 613,845	\$ 547,179
Promotion, public relations and special events	195,428	193,129
Service charges	40,491	38,019
Meetings and travel	14,239	11,059
Office supplies and services	11,973	10,099
Professional development and recruitment	10,858	5,108
Professional fees	5,125	28,421
	891,959	833,014
Allocation of operating expenses (schedule 3)	538,801	491,081
	\$ 1,430,760	\$ 1,324,095

Schedule 3

UNITED WAY OF SASKATOON AND AREA

Schedule of Operating Expenses

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Salaries and benefits	\$ 500,827	\$ 400,724
Occupancy	141,206	140,263
Professional fees	83,304	91,181
Amortization	46,688	46,526
Office supplies and services	30,576	31,656
Professional development and recruitment	15,981	53,166
Board and governance	10,153	8,116
Meetings and travel	8,302	5,971
Service charges	4,840	1,890
Total operating expenses before allocation	841,877	779,493
Allocation to fundraising expenses (schedule 2)	(538,801)	(491,081)
Allocation to community services and initiatives (schedule 1)	(303,076)	(288,412)
	\$ -	\$ -

Your Support Changes Lives



Encourage others

You can ignite change 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 ignite possibility by giving your time and getting involved.

unitedwaysaskatoon.ca/volunteer-database/



Donate

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

unitedwaysaskatoon.ca/give/

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United Way
Saskatoon & Area