

**2017 - 2018
ANNUAL REPORT**



United Way
Saskatoon & Area



A treetop scan of the landscape of United Way's last year reveals two striking features - a large swath of disruption and, in spite of that, the bright green of new growth.

DISRUPTION

Over the past three years, United Way revenue declined to the point where this year we had to make difficult decisions that impacted our community. For instance, we reopened funding agreements with 25 of our community partners and changed the cadence of the payments, extending to June 2019 instead of concluding in December 2018 as planned. In making this decision, the Board of Directors opted for delivering the full allotment of funds over a more extended period instead of making a cut to funding.

Further, United Way demonstrated fiscal responsibility through a reduction in short-term

community investments, trimmed staff costs, and cuts to overall operating and discretionary expenses in response to a \$1M revenue shortfall.

This year's revenue deficit was part of a three-year downward revenue trend; however, this was the first time the decline directly impacted our community partners. Thanks to robust reserves built up during boom years, previous Boards opted to shelter the funding agreements with our partners by offsetting the shortfall.

Through it all, United Way weathered the storm and are taking action to address this shortfall and build foresight into the future.

GROWTH

United Way would be reasonable and accurate to place the blame for the decline in revenue at the feet of a resource-dependent provincial economy; we could hunker down and wait for its inevitable rebound.

Instead, we are taking a different approach.

Workplace campaigns will continue to be an indispensable source of revenue that fuels community investment. However, by limiting our focus to three months in the fall, we reduce our ability to leverage inherent employee enthusiasm to engage and support our work. Over the past year, we have piloted a new way of doing workplace campaigns. By asking corporate partners what they want to do rather than saying this is what you need to do, we have seen exceptional, repeatable results.

CEO AND BOARD CHAIR MESSAGE



CeCe Baptiste
Board Chair

By finding new and innovative ways to work together, can we free up resources in both communities to enhance support for our most vulnerable neighbours?

2017-18 was a year of necessary, unavoidable and essential disruption. It is right, wise and therapeutic to lament the loss of the way things used to be. Every change; every disruption; invites a certain level of grief. But in time, we have to begin a new journey towards vibrancy, vitality and regrowth.

We believe that time is now.

United Way is going to invest in agencies that demonstrate impact and outcomes under our three focus areas; kids, community and poverty. Our commitment remains steadfast for initiatives that advance the three Truth and Reconciliation Commission's Calls to Action United Way of Saskatoon and Area has adopted as its own (57, 66, 92). However, there are questions - is there a more secure method of investing? What if instead of making funding commitments, and then running our annual campaign hoping to meet those commitments, our investments reflected what we already have? Could we offer greater security to our community partners by ensuring that the money is already there?

As our 211 Saskatchewan phone, text and online chat expansion has demonstrated, the two largest United Ways in the province, Saskatoon and Regina, work well together to deliver services that deliver impact beyond our two communities. What if we could expand the sharing of such services?

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

Shaun Dyer
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'CeCe'.

CeCe Baptiste
Board Chair

Cecilia (CeCe) Baptiste

Chair
Associate Director, Finance
Saskatchewan Indian Institute of Technologies

Cara Bahr

Past Chair
Community Engagement Manager,
Affinity Credit Union

David Fisher

Vice Chair
Executive Director,
Concentus Citizenship Education Foundation

Andrew Coutts

Treasurer
Managing Partner,
Deloitte Canada

Tracy Arno

Fundraising Cabinet Co-Chair,
Chief Executive Officer,
Essence Recruitment

Lee Braaten

Managing Partner,
PwC

Dan Brown

Principal,
David Aplin Group

Michele D. Cameron

Diversity and Inclusion Manager,
Federated Co-operatives Ltd.

Darla Deguire

Prairie Regional Director,
Canadian Labour Congress

Mary Donlevy-Konkin

Senior Council,
McKercher LLP

Grant Foster

Superintendent,
Saskatoon Police Service

Kara Leftley

Coordinator, Human Resources,
Canpotex Limited

Dale Markling

Staff Representative,
Grain & General Services Union

Luke Muller

Director of Communications,
University of Saskatchewan

Jai Richards

Psychologist,
Saskatchewan Health Authority

David Waugh

Chief Executive Officer,
North Atlantic Potash Inc.

Shaun Dyer

Chief Executive Officer,
United Way of Saskatoon & Area

EXECUTIVE:

Chair:	CeCe Baptiste
Vice Chair:	David Fisher
Treasurer:	Andrew Coutts
Past Chair:	Cara Bahr
Chief Executive Officer:	Shaun Dyer

STANDING BOARD COMMITTEES

COMMUNITY IMPACT COMMITTEE

- David Fisher, Chair
- Lee Braaten
- Darla Deguire
- Grant Foster
- Kara Leftley
- Dale Markling
- Jai Richards

HUMAN RESOURCES COMMITTEE

- Dale Markling, Chair
- Kara Leftley, Vice Chair
- Dan Brown
- Michele Cameron

CEO REVIEW COMMITTEE

- CeCe Baptiste, Chair
- Cara Bahr
- David Fisher
- Dale Markling

GOVERNANCE & NOMINATIONS COMMITTEE

- Cara Bahr, Chair
- Mary Donlevy-Konkin, Vice Chair
- CeCe Baptiste
- David Fisher
- David Waugh

FINANCE & AUDIT COMMITTEE

- Andrew Coutts, Chair
- Lee Braaten
- David Fisher

LABOUR ADVISORY COMMITTEE

- Dale Markling, Chair
- Darla Deguire, Vice-Chair

INDIGENOUS ENGAGEMENT COMMITTEE

- Jai Richards, Chair
- Cara Bahr
- Dan Brown
- Michele Cameron
- Grant Foster
- Luke Muller

MAJOR GIVING COMMITTEE

- Dan Brown
- Luke Muller
- David Waugh

2017 COMMUNITY CAMPAIGN CABINET

- Tracy Arno, Co-Chair
- CeCe Baptiste



Andrew Coutts
Treasurer

I am pleased to report on the 2017-2018 financial highlights of United Way of Saskatoon and Area (United Way) for the year ending March 31, 2018.

Last year, our donor and partners showed their local love for the community and through these acts United Way raised \$4.44M of revenue.

UNITED WAY INVESTMENTS

United Way is powered by generosity and is proud of \$4.03M invested locally. 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. 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 \$544K was allocated to the *Journey Home* housing first program. As of March 2018, 64 of

Saskatoon's most chronically homeless citizens have been given housing and offered supportive services delivered by Saskatoon Crisis and Intervention Services.

- Over \$82K 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 \$48K plus significant staff resources were invested into six *Summer Success* camps in partnership with Greater Saskatoon Catholic Schools and Saskatoon Public Schools.

United Way saw a decline in revenue in 2017, but in order to move our mission forward made additional investments in the community in order to build relationships and create collective impact, take action towards 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. A special thank you to the management team and staff at the United Way. In the current times where the United Way's new economic reality has put considerable additional pressure on our operations, they have taken this challenge head on and done an excellent job of making every dollar count and ensuring that our organization's investments have the maximum impact in our community.

A handwritten signature in blue ink that reads "Andrew".

Andrew Coutts
Treasurer, United Way Board of Directors



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, 2018 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 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 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 is sufficient and appropriate to provide a basis for our audit opinion.

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, 2018, 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 horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants

Saskatoon, Canada
May 24, 2018

UNITED WAY OF SASKATOON AND AREA



Statement of Financial Position

March 31, 2018, with comparative information for 2017

	2018	2017
Assets		
Current assets:		
Cash and cash equivalents	\$ 1,234,689	\$ 2,069,281
Pledges receivable (note 2)	1,336,190	1,861,731
Accounts receivable	28,075	34,336
Prepaid expenses	61,375	61,735
	<u>2,660,329</u>	<u>4,027,083</u>
Investment in 211 Saskatchewan (note 3)	34,973	27,668
Capital assets (note 4)	34,573	63,451
	<u>\$ 2,729,875</u>	<u>\$ 4,118,202</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 109,689	\$ 125,803
Allocations committed to agencies	1,179,072	1,842,750
Deferred revenue (note 5)	327,646	540,672
	<u>1,616,407</u>	<u>2,509,225</u>
Allocations committed to agencies	277,428	-
	<u>1,893,835</u>	<u>2,509,225</u>
Net assets:		
Operating reserve	610,959	679,150
Community investment reserve	-	675,000
Capital replacement reserve	190,508	191,376
Invested in capital assets	34,573	63,451
	<u>836,040</u>	<u>1,608,977</u>
Commitments (note 3 and 6)		
	<u>\$ 2,729,875</u>	<u>\$ 4,118,202</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, 2018, with comparative information for 2017

	2018	2017
Revenue:		
Campaign contributions	\$ 4,080,102	\$ 5,476,788
Funds transferred from other United Way organizations	328,585	325,483
Gross campaign revenue	4,408,687	5,802,271
Less provision for uncollectible pledges	(151,762)	(176,468)
Net campaign revenue	4,256,925	5,625,803
Other revenue:		
Other	142,465	156,597
Grants	24,639	97,643
Interest	15,808	15,110
Total revenue	4,439,837	5,895,153
Fundraising expenses (schedule 2)	1,181,740	1,430,760
Net revenue available for allocations and programs	3,258,097	4,464,393
Allocations and programs:		
Allocations to agencies	2,045,720	2,680,400
Community services and initiatives (schedule 1)	1,421,452	1,664,484
Donor directed giving (note 7)	563,862	797,195
	4,031,034	5,142,079
Deficiency of revenue over expenses	\$ (772,937)	\$ (677,686)

See accompanying notes to financial statements.

UNITED WAY OF SASKATOON AND AREA

Statement of Net Assets

Years ended March 31, 2018, with comparative information for 2017

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	-
Balance, end of year	\$ 34,573	\$ -	\$ 190,508	\$ 610,959	\$ 836,040

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	(46,628)	-	-	(630,998)	(677,626)
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

See accompanying notes to financial statements.

UNITED WAY OF SASKATOON AND AREA

Statement of Cash Flows

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operations:		
Deficiency of revenue over expenses	\$ (772,937)	\$ (677,686)
Items not involving cash:		
Amortization of capital assets	30,919	46,688
Share of net expenses in 211 Saskatchewan	82,695	79,041
Change in non-cash operating working capital:		
Pledges receivable	526,541	547,253
Accounts receivable	8,261	(22,241)
Prepaid expenses	360	(6,341)
Accounts payable and accrued liabilities	(16,114)	(12,251)
Allocations committed to agencies	(386,250)	-
Deferred revenue	(213,026)	(287,672)
	(742,551)	(333,209)
Investing activities:		
Investment in 211 Saskatchewan	(90,000)	(60,000)
Purchase of capital assets	(2,041)	(7,213)
	(92,041)	(67,213)
Decrease in cash and cash equivalents	(834,592)	(400,422)
Cash and cash equivalents, beginning of year	2,069,281	2,469,703
Cash and cash equivalents, end of year	\$ 1,234,689	\$ 2,069,281
Cash and cash equivalents consist of the following:		
Cash	\$ 734,689	\$ 819,281
Short-term investments	500,000	1,250,000
	\$ 1,234,689	\$ 2,069,281

See accompanying notes to financial sta

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements

Year ended March 31, 2018

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, 2018

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, 2018

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:

	2018	2017
Fundraising expenses	66%	64%
Community services expenses	34%	36%

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2018

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 the prior year net campaign revenue. The policy requires that 80% of the reserve to 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.

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:

	2018	2017
Pledges receivable	\$ 1,608,190	\$ 2,150,731
Allowance for uncollectible pledges receivable	(272,000)	(289,000)
	\$ 1,336,190	\$ 1,861,731

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2018

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, 2017 to March 31, 2018 are summarized as follows:

	2018		2017	
Balance, beginning of year	\$	27,668	\$	46,709
Contributions		90,000		60,000
Share of net expenses (loss)		(82,695)		(79,041)
Balance, end of year	\$	34,973	\$	27,668

4. Capital assets:

	2018		2017	
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and fixtures	\$ 69,564	\$ 48,232	\$ 21,332	\$ 26,880
Computer equipment	93,766	86,287	7,479	10,274
Computer software	108,216	102,454	5,762	26,297
Leaseholds	32,745	32,745	-	-
	\$ 304,291	\$ 269,718	\$ 34,573	\$ 63,451

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2018

5. Deferred revenue:

	2018	2017
Donor directed giving to charities	\$ 212,007	\$ 449,230
Program grants	110,639	75,122
Future year's campaign	5,000	16,320
	\$ 327,646	\$ 540,672

6. 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, 2018:

2019	\$ 119,832
2020	123,509
2021	75,612
2022	929
	\$ 319,882

(ii) United Way has entered into multi-year funding agreements with 25 agencies. Under these funding agreements, United Way's allocation commitments, subject to available financial resources from campaign contributions are as follows:

2019	\$ 1,179,072
2020	277,428
	\$ 1,456,500

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2018

7. Donor directed giving:

Campaign contributions include donor directed giving in the amount of \$612,308 of which \$563,862 (net of administration fees) has been paid to registered charities in Canada pursuant to donor requests. In 2017, campaign contributions included donor directed giving in the amount \$859,594 of which \$797,195 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. 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 had been drawn at either balance sheet date. Trade accounts payable and accrued liabilities are generally repaid within 30 days.

UNITED WAY OF SASKATOON AND AREA

Notes to Financial Statements (continued)

Year ended March 31, 2018

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:

	2018	2017
Fundraising ratio:		
Total revenue	\$ 4,439,837	\$ 5,895,153
Add: provision for uncollectible pledges	151,762	176,468
Total revenue for fundraising	4,591,599	6,071,621
Direct fundraising expenses (schedule 2)	655,415	891,959
Allocation of operating expenses (schedule 3)	526,325	538,801
Total fundraising expenses	\$ 1,181,740 25.7%	\$ 1,430,760 23.6%

Schedule 1

UNITED WAY OF SASKATOON AND AREA

Schedule of Community Services and Initiatives

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Journey Home	\$ 543,500	\$ 613,679
Salaries and benefits	250,310	340,291
Capacity building	141,145	164,521
211 Saskatchewan (note 3)	82,695	79,041
United Way of Canada - membership	52,738	60,365
Summer Success Literacy Program	48,123	33,261
Community building initiatives	22,767	52,434
Meetings and travel	6,906	9,892
Office equipment and supplies	2,131	3,344
Professional development and recruitment	-	4,580
	1,150,315	1,361,408
Allocation of operating expenses (schedule 3)	271,137	303,076
	\$ 1,421,452	\$ 1,664,484

Schedule 2

UNITED WAY OF SASKATOON AND AREA

Schedule of Fundraising Expenses

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Salaries and benefits	\$ 457,211	\$ 613,845
Promotion, public relations and special events	125,257	195,428
Service charges	38,542	40,491
Meetings and travel	14,585	14,239
Office equipment and supplies	10,690	11,973
Professional fees	8,893	5,125
Professional development and recruitment	237	10,858
	655,415	891,959
Allocation of operating expenses (schedule 3)	526,325	538,801
	\$ 1,181,740	\$ 1,430,760

Schedule 3

UNITED WAY OF SASKATOON AND AREA

Schedule of Operating Expenses

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Salaries and benefits	\$ 490,752	\$ 500,827
Occupancy	144,563	141,206
Professional fees	61,045	83,304
Amortization	30,919	46,688
Office equipment and supplies	28,893	30,576
Professional development and recruitment	15,039	15,981
Meetings and travel	12,720	8,302
Board and governance	8,891	10,153
Service charges	4,640	4,840
Total operating expenses before allocation	797,462	841,877
Allocation to fundraising expenses (schedule 2)	(526,325)	(538,801)
Allocation to community services and initiatives (schedule 1)	(271,137)	(303,076)
	\$ -	\$ -

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.

100 - 506 25th Street East
Saskatoon, SK S7K 4A7
P | 306-975-7700
F | 306-244-0583
E | office@unitedwaysaskatoon.ca
unitedwaysaskatoon.ca



United Way
Saskatoon & Area