



United Way
Regina

2017-2018

Annual Report



Together, we improve lives locally

United Way Day



On June 7th, United Way Day was officially declared by His Worship Mayor Michael Fougere. This special day provided one more reason for our caring community-minded supporters to come together for a common cause. Thank you to the nearly 400 United Way supporters who joined us to celebrate.



Our Mission:

To improve lives and build community by engaging individuals and mobilizing collective action



Our Values:

- Demonstrate trust, integrity, respect, inclusivity and transparency
- Encourage and promote volunteerism and volunteer leadership
- Respect community wisdom and encourage citizen involvement
- Endorse innovation, partnerships and collective action
- Provide non-partisan leadership in social change
- Embrace diversity



Message from the Chair and CEO

The Pace of Change

We live in interesting times. United Way Regina is evolving in response to the acceleration of profound change in the charitable sector – demographic shifts, digital disruption, changing trends in charitable giving, innovation and competition and the ever-growing gap between those who have and those who have not.

Technology is changing at a faster and faster pace, so we must upgrade our skills, craft new strategies, adapt quickly or be left behind.

These challenging conditions have prompted our organization to evaluate, adjust and recalibrate our efforts. We continue to prioritize prevention over intervention and make investments that will reap long-term results. United Way Regina understands that the needs of the most vulnerable in our community can be best served by systems-level change.

United Way Regina is on a mission to tackle the unignorable issues in our community. We believe education can offer a pathway out of poverty and opens doors in the future. By striking new partnerships and involving others in our work, the early returns are starting to show. We will stay focused on data-driven solutions and scale-up interventions with a proven track record.

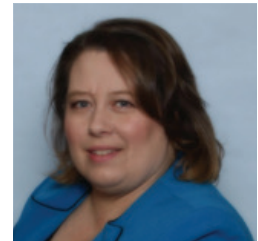
We are grateful for the collaborative relationships and the continued support of our donors, volunteers, labour partners, workplaces, agencies and individual community leaders. Our local community is at the heart of everything we do. In the face of so much change, there is one thing that remains constant – our passion and dedication to improving lives locally.

Thank you for supporting United Way Regina.



Susan Zwarych

Chair, Board of Directors



Robyn Edwards-Bentz

Chief Executive Officer

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United Way Regina Board of Directors

Directors

Susan Zwarych

Chair
Retired

Judith May

Vice Chair
Retired

Brent Sjoberg

Chair, Audit & Risk
Brandt Developments Ltd.

Bryan Burnett

Chair, Governance
Information Services Corporation

Shelley Paterson

Chair, Resource Development
Solvera Solutions

Lynn Allan

Ministry of Social Services

Greg Bamford

Service Canada

Rosalee Longmoore

Retired

Darren McKee

Saskatchewan School Board
Association

Donna Ottenson

RDLC Appointed Labour
Representative

Dean Rae

Regina Police Service

Michael Redenbach

Sun Life Financial

Marg Romanow

RDLC Appointed Labour
Representative

Brad Vance

Greystone Managed Investments

Bruce Willis

KPMG LLP Regina

Audit & Risk Committee

Brent Sjoberg (Committee Chair)
Judith May
Betty Hoffart (Non-Board Member)
Karthik Malladi (Non-Board Member)

Governance Committee

Bryan Burnett (Committee Chair)
Susan Zwarych
Lynn Allan
Darren McKee
Rosalee Longmoore
Bruce Willis

Resource Development Committee

Shelley Paterson (Committee Chair)
Greg Bamford
Donna Ottenson
Dean Rae
Michael Redenbach

Welcome to the Incoming Board Chair

"The pace of change is disruptive. However, with the successes of 2017-2018 as our foundation, United Way Regina and our many partners remain committed to turning challenges into opportunities to improve lives locally." - **Judith May**



United Way Volunteer Committees

Community Fund Assessment Committee

Alison Jestadt
Amy McGregor
Brian Christie
Cindy Kobayashi
Debbi McCaig-Paisig
Joan Kruger

GenNext Executive Committee:

Kristél Kriel – Chair
Emily Armer
Garion Carlson
Michelle Okere
Enyinnah Okere

The following individuals are investing time and talent to support the development of a forward-thinking **Community Solutions Action Plan (CSAP) for Grade-Level Reading in Regina.**

Campaign for Grade-Level Reading:

Brenda Gelowitz
Grant Karst
Shelley Paterson
Punam Burnett
Shannon Weatherall
Audrey Roadhouse

United Way Regina would like to recognize the outstanding contributions of two long-standing board members with terms ending at the 2018 Annual General Meeting. THANK YOU to Shelley Paterson and Brent Sjoberg for your investment of time, talent and exceptional leadership to our organization and to your community.



"It has been an absolute pleasure to be able to positively impact the community by serving on the United Way board for the past several years. I know that many great things are ahead, and I will continue to watch with pride as United Way Regina continues to change lives in our community." - **Brent Sjoberg**

"It has been wonderful volunteering for United Way Regina's Board of Director for the past decade. I look forward to the next phase as a founding member of the Campaign for Grade-Level Reading Coalition." - **Shelley Paterson**



Audit & Risk Committee Report

On behalf of the Board of Directors, it is my pleasure to present the Audit & Risk Committee Report for the fiscal year ended June 30, 2018. The 2017-2018 Annual Report provides a summarized version of the Audited Financial Statements. However, the full version is also available on United Way Regina's website.

In 2017-18, the disruption trend continued as the new normal in today's global marketplace, particularly in the areas of financial disruption, increased competition and technological advances. Like many other business and non-profits alike, United Way Regina and United Ways across the province continue to focus on the need for continuous innovation, enhanced processes, reinvention and an elevated customer/donor focus.

The total revenues in the 2018 fiscal year were approximately \$3.7 million, compared to \$3.76 million in 2017. While overall revenues declined only slightly, in light of the uncertainties above, United Way Regina opted for a cautious approach. While still making strategic investments in the community, we also realized a surplus to the Operating Fund of \$401,204. While this may suggest the impression of large growth, it is important to note that the two previous fiscal years realized deficits (2017 - \$163,425 and 2016 - \$117,851). Over the last three consecutive years, the Operating Fund realized an overall net surplus of approximately \$120,000.

The total Community Impact expenses amounted to over \$2.64 million dollars in the 2017-18 fiscal year, supporting both targeted community initiatives and community fund investments to agencies delivering high-impact programs in our three National Focus Areas: All That Kids Can Be; Poverty to Possibility and Strong Communities.

The total net assets at June 30, 2018 were calculated at \$4.39 million, as compared to \$3.88 million the year prior, mirroring the fiscal surplus. During the year, the organization maintained benchmarks established in the Investment Policy, as well as the minimum and maximum internally-restricted reserves set forth in the Governance Policies. These outcomes signal considerable financial strength and adherence to risk-management guidelines.

Throughout the year, several strategies continued in an effort to further diversify revenue and mitigate unintentional losses to net assets preparing the United Way for future change and further community investment opportunities that may arise. We also continue to examine innovative ways to increase our capacity to effectively serve the most vulnerable in our community and across the province.

Notable Community Impact investments for 2018 included:

OVER
\$1.3 million
to funded partners

\$241,000
to other charities/agencies

\$211,000
to 211 Saskatchewan

\$886,000
to various Community Impact
Initiatives and Capacity Building
Workshops to support the
Not-for-Profit Sector.

As part of its mandate, the Audit & Risk Committee conducted a full review of the 2018 Financial Statements, along with the controls over accounting and financial reporting, in consultation with Virtus Group LLP. The Committee is satisfied with the results of the audit review, inclusive of an in camera session with the auditors, and can assure United Way Regina stakeholders that its resources are being managed both appropriately and effectively.

Thank you,

Brent Sjoberg

Chair, Audit & Risk Committee





INDEPENDENT AUDITORS' REPORT ON SUMMARY FINANCIAL STATEMENTS

**To the Members
United Way of Regina**

The accompanying summary statements, which comprise the summary statement of financial position as at June 30, 2018, and the summary statement of operations for the year then ended, are derived from the audited financial statements of United Way of Regina for the year ended June 30, 2018. We expressed an unmodified audit opinion on those financial statements in our report dated September 20, 2018.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of United Way of Regina.

Management's Responsibility for Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Auditors' Responsibility

Our responsibility is to express an opinion on the summarized financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "*Engagements to Report on Summary Financial Statements*."

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of United Way of Regina for the year ended June 30, 2018 are a fair summary of those financial statements, in accordance with Canadian accounting standards for not-for-profit organizations.

**September 20, 2018
Regina, Saskatchewan**

Chartered Professional Accountants

United Way of Regina

SUMMARY STATEMENT OF FINANCIAL POSITION

As at June 30, 2018

(with comparative figures as at June 30, 2017)

	Operating Fund	Tomorrow Fund	Total 2018	Total 2017
Assets				
Cash and short term investments	\$ 1,652,191	\$ -	\$ 1,652,191	\$ 1,255,399
Pledges receivable	822,628	-	822,628	849,538
Accounts receivable and prepaid expenses	30,030	-	30,030	26,006
Investments	589,374	1,444,676	2,034,050	1,730,928
Tangible capital assets	229,697	-	229,697	334,964
Total Assets	\$ 3,323,920	\$ 1,444,676	\$ 4,768,596	\$ 4,196,835
Liabilities				
Accounts payable	\$ 63,109	\$ -	\$ 63,109	\$ 64,719
Deferred revenue	41,429	-	41,429	90,755
Funds held in trust	152,478	-	152,478	29,711
Deferred contributions	123,047	-	123,047	130,390
	380,063	-	380,063	315,575
Net Assets	2,943,857	1,444,676	4,388,533	3,881,260
Total Liabilities and Net Assets	\$ 3,323,920	\$ 1,444,676	\$ 4,768,596	\$ 4,196,835

SUMMARY STATEMENT OF OPERATIONS

Year ended June 30, 2018

(with comparative figures for the year ended June 30, 2017)

	Operating Fund	Tomorrow Fund	Total 2018	Total 2017
Revenue				
Net campaign revenue	\$ 3,260,835	\$ -	\$ 3,260,835	\$ 3,409,493
Contributions and grants	264,290	-	264,290	175,347
Investment and other income	54,278	119,816	174,094	175,426
	3,579,403	119,816	3,699,219	3,760,264
Expenses				
Fundraising expenses	503,389	13,747	517,136	495,289
Net revenue available for Community Impact	3,076,014	106,069	3,182,083	3,264,977
Community Impact expenses				
Funded partner investments	1,301,400	-	1,301,400	1,853,943
Donor-directed to other charities	241,459	-	241,459	375,533
Other community impact investments	1,097,782	-	1,097,782	1,075,236
United Way of Canada dues	34,169	-	34,169	36,965
Excess (deficiency) of revenue over expenses	\$ 401,204	\$ 106,069	\$ 507,273	\$ (76,699)

Note: A copy of the complete audited financial statements is available on our website at www.unitedwayregina.ca.

2018 Governance Committee Report



Commitment to Responsible Stewardship

At United Way Regina, we are mindful of the significant trust placed in us. To maintain the confidence of our donors, volunteers and partners, we place a top priority on transparency, accountability and ethical standards. In addition to the standards set by Canada Revenue Agency, United Way Centraide Canada has developed its own Transparency, Accountability and Financial Reporting policies, which are intended to ensure the highest degree of transparency and accountability when reporting financial information.

Confronting emerging challenges and capitalizing on the many opportunities ahead of us starts with a strong organization. It also includes deepening our connection and coordinating our efforts with other United Ways in Saskatchewan to sustain and grow our engagement across the province. A good test of our commitment to working differently and expanding our reach in the province came in the form of a joint announcement between United Way Regina and United Way of Saskatoon & Area of the 211 Saskatchewan Expansion.

211 Saskatchewan Expansion

Because of the generous multi-year support from our expansion partners – Community Initiatives Fund and CanPacific Potash, 211 Saskatchewan is now accessible by phone, text, online web chat and email 24 hours a day, 7 days a week, 365 days a year, in over 100 languages (including 17 Indigenous languages). 211 Saskatchewan provides United Ways a unique opportunity to help coordinate work, boost collaboration, avoid duplication and builds stronger community networks across the province. Our expansion

partners recognize the importance of timely and accurate information about programs and services so people can find the services they need, when they need them the most.

Focus on Diversity and Inclusion

Recognizing that diversity and inclusion leads to more innovation and more opportunities, United Way Regina embarked on a board recruitment process in 2018. We were seeking individuals with diverse views, different backgrounds and life experiences to make better decisions and drive a high-performance organizational culture. Diversity is a journey – and we don't kid ourselves that we're near our destination yet. But we will keep pushing ourselves because it is the right thing to do for our business, our people and our community.

Community Engagement & Action Planning

Last, year, United Way Regina announced our plan to engage and gather feedback from our stakeholders and partners who share our vision of addressing intergenerational poverty by improving educational outcomes for children in our community. We are pleased to share that the Regina Human Service Partnership has joined the effort to be the next community in Canada to join the Campaign for Grade-Level Reading Network. Together with a broad array of community stakeholders, we will set out ambitious but achievable goals, targets, milestones and an overarching vision for where our community aims to be in the next 5 years. Our community-driven efforts will address major barriers to third grade proficiency by addressing the school readiness gap, reducing chronic absence, summer learning loss and increasing parent engagement.

Thank you,

Bryan Burnett

Chair, Governance Committee



New Board Nominees



Treena Amyotte

Employer:

Farm Credit Canada

Job Title:

Diversity Talent
Sourcing Specialist

Treena is currently a Diversity Talent Sourcing Specialist for Farm Credit Canada, providing guidance to hiring managers on discriminatory practices and equal opportunity matters to ensure alignment with the Employment Equity Act. Her previous experience as a Community Investment Consultant with FCC and Manager, Community Relations with SaskGaming provides great insight on community needs. Treena has a Masters of Administration, Leadership from the Kenneth Levene Graduate School of Business. She currently serves on the Regina and District Chamber of Commerce Board of Directors and the First Nations University of Canada Alumni Association.



Jacq Brasseur

Employer:

UR Pride Centre for Sexuality
& Gender Diversity

Job Title:

Executive Director

Jacq is currently the Executive Director of the UR Pride Centre, managing all operational, financial, promotional, legal and administrative components. She provides peer support and advocacy for individual clients of UR Pride. Jacq was previously a Campaign Coordinator & Administrator for United Way of the Northwest Territories. In this role, she coordinated and managed four workplace charitable campaigns in the NWT, including the Government of Canada Workplace Charitable Campaign. Jacq has a Bachelor of Social Work degree from the University of Regina. She is currently affiliated with the Fierste Canada Pride and the University of Regina Alumni Association. Jacq is a writer, poet and involved in political youth organizations nationally.



Garion Carlson

Employer:

Farm Credit Canada

Job Title:

Specialist, Enterprise Risk
Management

Garion recently joined Farm Credit Canada as a specialist on the Enterprise Risk Management team. Previous to this, he was a consultant with Praxis Consulting. Garion has a Bachelor's Degree in Business Administration – Marketing, Management Consulting Diploma from the Canadian Association of Management Consultants and a certificate in Applied Project Management. He brings with him skills in research and design, data analytics, strategy development and business planning. Since 2014, he has been a cabinet member with the United Way Regina GenNext and co-chair of Timeraiser Regina.



Pamela Fiske

Self-employed

Job Title:

Independent Consultant/
Contractor

Pam has experience and expertise in development and execution of organizational strategy and solutions to produce positive business results. She has a Graduate Degree in Organizational Psychology from the University of London, UK and Bachelor of Administration from the University of Regina. She is keenly interested in organizational effectiveness and performance. As a sessional instructor at the University of Regina, Kenneth Levene Graduate School of Business, she has delivered the Change Management Course for the Executive MBA curriculum. Pam has provided her expertise and leadership to the Co-operative Refinery Complex, SaskPower, Regina Public Library, City of Regina and others. Pam is also a community volunteer with roles managing a Boys High Performance Soccer Team and involvement in the Change Management Network.



Amy McGregor

Employer:

SaskTel

Job Title:

Operations Analyst

Amy is an accomplished business professional with more than 15 years' experience creating actionable metrics, providing evidence-based recommendations and driving improved results on all of SaskTel product lines. She has a Bachelors of Administration with a specialization in Marketing & Finance and a Project Management Certificate from the University of Regina. Amy has been actively involved in SaskTel's NextGen employee network and United Way Regina's Community Impact – Community Fund Assessment Committee. In addition, Amy has past experience as the Board President, Board Member and Governance Committee Chair for the United Way Funded Partner – YWCA of Regina.



Karen Mercier

Employer:

Habitat for Humanity

Job Title:

Director of Development

Karen has recently accepted a new role with Habitat for Humanity. She is a resource development expert and donor relations specialist. Previously employed by the United Way Capital Region in Edmonton, she was responsible for growth and development for top corporate and employee campaigns. Karen is currently the Director-Elect, Association of Fundraising Professionals Foundation for Philanthropy Canada and President, Friends of the Royal Saskatchewan Museum. She has experience working with high profile national volunteers including former Prime Ministers and Premiers through fund development activities with the RCMP Heritage Centre.



Jordan Sleightholm

Employer:

Crown Investments
Corporation of Saskatchewan

Job Title:

Senior Analyst, Crown
Performance Management

Jordan is a senior analyst for the Crown Investment Corporation of Saskatchewan where he monitors and advises on the strategic direction of the Crown Corporations to ensure sustainable performance for its shareholder, the Government of Saskatchewan. Prior to this, he held a role as Senior Management Consultant / Advanced Financial Analysis Resource for MNP consulting, helping clients improve strategic and operational business performance. Jordan graduated with a Bachelor of Business Administration – Major in Accounting from the University of Regina with great distinction. In his leisure time, he provides consulting services to a select group of small businesses to retain and grow his knowledge in full cycle accounting, tax and other financial management matters.



United Way
Regina

**Find us on: Facebook, Twitter,
Instagram and YouTube**



No problem is so big that we can't solve it together. It will take all of us – the Game Changers, the Handraisers, the Trendsetters and YOU – united with a common vision and purpose.

To get involved, visit us at www.unitedwayregina.ca



Together, we improve lives locally