

# 2024-2025 Annual Report



**United Way**  
Regina

# BOARD OF DIRECTORS AND STAFF

## **Board Chair**

Shaadie Musleh

## **Vice Chair**

Kristél Kriel

## **Past Chair**

Pamela Fiske

## **Directors**

Ashlee Hicks

Amy McGregor

Jim Engel

Haley Stearns

Karen Mercier

Mahendre Bungsy

Marg Romanow

Mike Gavigan

Scott Wells

Travis Asmundson

## **Governance Committee**

Kristél Kriel (Chair)

Karen Mercier

Pam Fiske

## **Audit Committee**

Jim Engel (Interim Chair)

Amy McGregor

Marg Romanow

## **Audit Committee Volunteers**

Brittney Rodenhurst

Mitch Amies

Robyn Edwards-Bentz

**Chief Executive Officer**

Tanya Murray

**Director  
Operations**

Todd Sandin

**Director  
Marketing & Engagement**

Kristin Nelson

**Director  
Community Impact**

Charlotte Mutschall

**Administrative Assistant**

Darcy Romanow

**Administrative Technician**

Joan Barton

**Development Assistant**

Joanne Ell

**Donor Relations Manager**

Laurel MacKenzie

**Manager  
People and Culture**

Sandi White

**Family Literacy Hub Coordinator**

Stanley Wamala

**Governance Coordinator**

Tamana Hashimi

**Marketing & Communications  
Coordinator**

Tamara Armbruster

**Engagement Manager**



# Message from the Chair

Dear Friends,

It's common knowledge that graduating high school is a major milestone in any student's life. It offers a better chance for securing employment, increasing lifetime earning potential and higher standards of living. When you support United Way, you are supporting children to develop strong literacy skills early. Your investment increases the odds that more students will graduate high school, pursue post-secondary education or skilled careers, and enter the workforce as productive adults.

Because for our most vulnerable students, graduation is an opportunity to break the cycle of poverty. For many, success in school is only achieved through support with healthy relationships; secure food and housing; and mental health resources. These are all vital components in supporting students and their families on the journey to graduation.

Over the past year, our United Way initiatives have helped hundreds of children strengthen their reading skills, laying the groundwork for success in school and life. These investments ripple outward: research shows that improving literacy can increase lifetime earnings by hundreds of thousands per individual. Across Canada, even a 1% increase in adult literacy could boost GDP by approximately \$67 billion. In Saskatchewan, when we support modest gains in literacy, it translates into millions in long-term economic benefits, higher tax revenues, and reduced social costs—strengthening both our workforce and communities.

Our initiatives extend beyond the classroom and Regina. Through 211 Saskatchewan, we are investing in an essential support system, connecting individuals and families to local services they need—through free, confidential services that connect individuals to local human services via phone, text, online chat and website available 24/7. This means our friends and neighbors can get help to find a range of services like health care and mental health supports or food programs and family resources.

Because of your support, investments in United Way initiatives create benefits that extend across the province. Higher literacy levels fuel innovation, build a skilled workforce, and drive economic growth, ensuring Saskatchewan thrives socially and economically for generations to come.

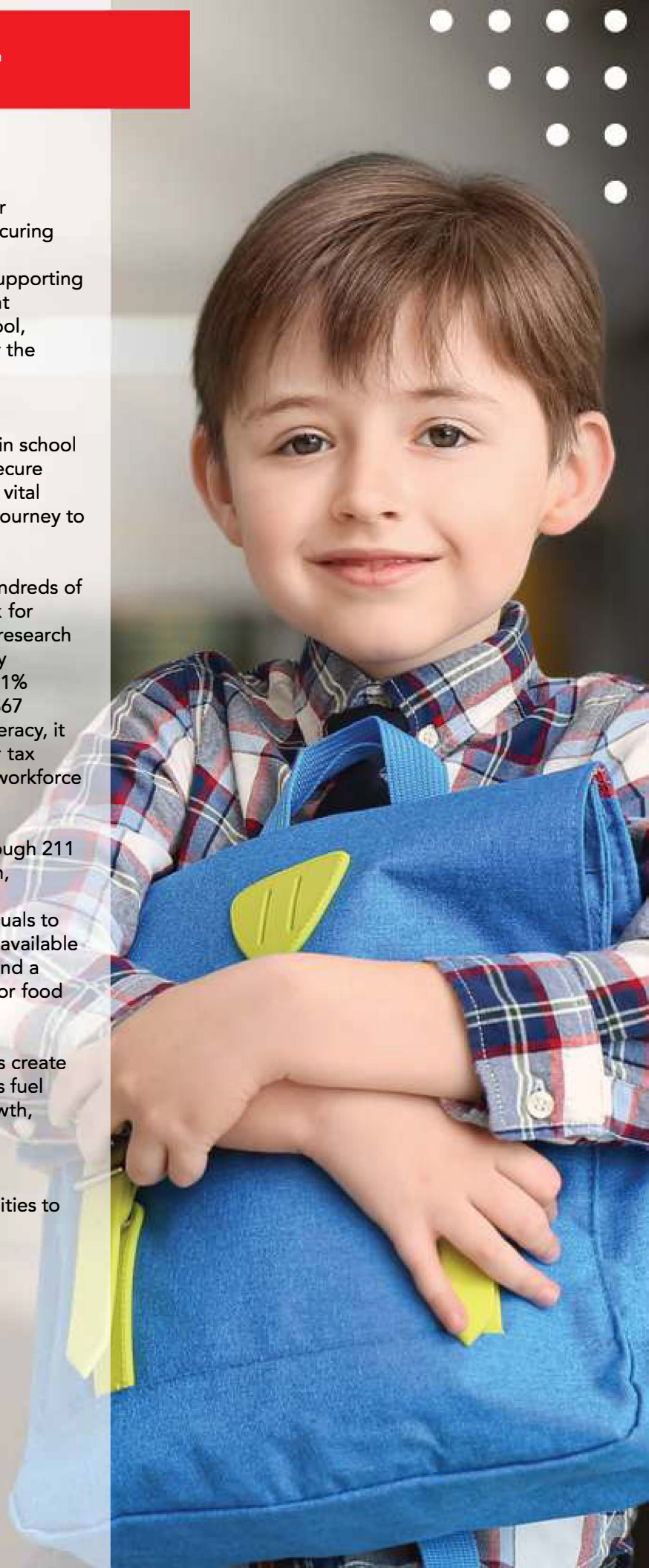
Together, we are empowering children, families, and communities to reach their full potential and build a brighter future.

With Appreciation,



**Shaadie Musleh**

**Chair**  
United Way of Regina



# Governance Report

The past year has been one of progress, growth, and meaningful impact for United Way Regina. Strong governance, thoughtful dialogue, and community collaboration have continued to guide us as we work to create lasting change for our organization and our community.

We focused on modernizing our governance policies and bylaws. With legal compliance in mind, we assessed risks, addressed board engagement and turnover, and explored opportunities to strengthen our structures. Guided by an expert in governance leadership, the Board and Senior Leadership Team enhanced decision-making, accountability, and flexibility. The updated policies provide clearer guidance on areas such as IT, data management, cybersecurity, privacy, confidentiality, and risk management, while clarifying delegation of authority so the Board can focus on strategy while maintaining effective oversight.

Our bylaw revisions follow a minimalist approach reflecting current nonprofit best practice. By keeping bylaws high-level and moving detailed procedures into governance and operational policies, we increase adaptability and reduce the need for frequent formal amendments. This approach preserves all legal and regulatory requirements and supports clearer, more accessible governance practices. In early 2026, we intend to publicly share our governance policies as part of our commitment to transparency.

Key proposed bylaw changes include:

- **Moving from Broad Membership to Limited Membership:** understanding that broad membership has been found to be legally complex and burdensome. With very few members or stakeholders attending the annual meeting, there is an opportunity to expand our engagement efforts using mechanisms than an annual meeting to meaningfully inform others about our work.
- **Additional Board Officer Roles:** while not mandated, the board is adding specific corporate offices of Treasurer and Secretary. This change signals our commitment to improved governance practices.
- **Change to the Minimum Number of Directors:** given research evidence of the growing trend in the nonprofit sector showing that the average board size has been steadily decreasing, this will offer the organization greater flexibility for the future.

These updates have already contributed to a successful recruitment cycle. Five new Directors—**Travis Asmundson, Mahendre Bungsy, Scott Wells, Mike Gavigan, and Haley Stearns**—will join the Board pending membership approval.

Returning Directors providing continuity include **Shaadie Musleh, Jim Engel, Pam Fiske, Amy McGregor, and Karen Mercier**.

This year, we have three Directors who have completed their terms: **Marg Romanow, Ashlee Hicks** and myself, **Kristél Kriel**.

United Way Regina remains committed to building a resilient, accountable organization focused on delivering positive, sustainable change for the community we serve.

Thank you,  
**Kristél Kriel**  
Chair, Governance Committee



# Audit and Finance Report

In the 2025 fiscal year, United Way Regina maintained its future-forward focus on the ongoing need for strategic community investments, enhanced business processes, and an elevated donor experience, of which are reflected in the financial statements.

Financially, total revenues for the 2025 fiscal year for the primary Operating Fund were \$3.28 million, compared to \$3.93 million in 2024. Continued strategic and thoughtful spending, significantly higher investment returns than anticipated, as well as delayed internal investments resulted in the organization realising surplus to the Operating Fund of \$218,394.

Notable Community Impact investments for 2025 included \$773,000 to 211 Saskatchewan providing an essential support system to all Saskatchewan residents, alongside \$227,000 distributed in Community Impact grants and donations designated to other charities/agencies. An additional \$1.26 million was invested in various Community Impact initiatives, both in staffing and programming expenses, primarily to support signature initiatives related to improving third grade reading and literacy outcomes. Total Community Impact expenses for the 2025 fiscal year amounted to \$2.29 million, supporting a variety of targeted community initiatives with a mandate to mobilize collective action in United Way's key focus areas.

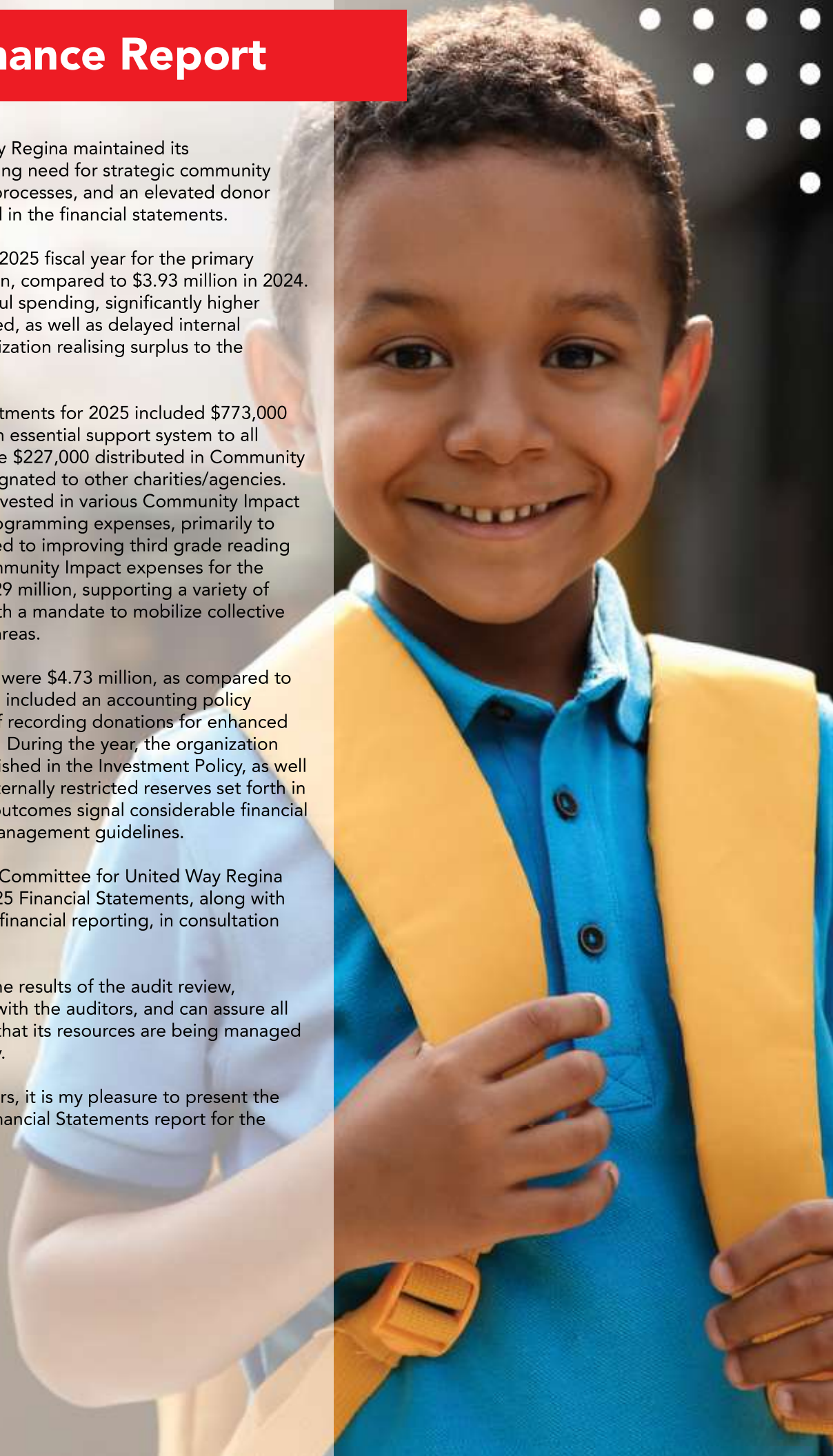
Total net assets at June 30, 2025, were \$4.73 million, as compared to \$4.38 million the prior year, which included an accounting policy change to move to a cash basis of recording donations for enhanced clarity in the financial statements. During the year, the organization maintained its benchmarks 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.

As part of its mandate, the Audit Committee for United Way Regina conducted a full review of the 2025 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 all United Way Regina stakeholders that its resources are being managed both appropriately and effectively.

On behalf of the Board of Directors, it is my pleasure to present the United Way Regina's Summary Financial Statements report for the fiscal year ended June 30, 2025.

Thank you,  
**Jim Engel**  
Chair, Audit Committee



## **INDEPENDENT AUDITORS' REPORT ON SUMMARY FINANCIAL STATEMENTS**

**To the Members  
United Way of Regina**

### *Opinion*

The summary financial statements, which comprise the summary statement of financial position as at June 30, 2025 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, 2025.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, which were prepared in accordance with Canadian accounting standards for not-for-profit organizations.

### *Summary Financial Statements*

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 and the auditors' report thereon, therefore, is not a substitute for reading the audited financial statements and the auditors' report thereon.

### *The Audited Financial Statements and Our Report Thereon*

We expressed an unmodified audit opinion on the audited financial statements in our report dated November 6, 2025.

### *Management's Responsibility for the Summary Financial Statements*

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

### *Auditors' Responsibility*

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to report on Summary Financial Statements*.

**November 6, 2025  
Regina, Saskatchewan**

**VIRTUS GROUP LLP**  
Chartered Professional Accountants

## United Way of Regina

### SUMMARY STATEMENT OF FINANCIAL POSITION

As at June 30, 2025

(with comparative figures as at June 30, 2024)

	Operating Fund	Tomorrow Fund	Total 2025	Total 2024
<b>Assets</b>				
Cash and short term investments	\$ 1,890,076	\$ -	\$ 1,890,076	\$ 2,216,060
Accounts receivable and prepaid expenses	48,980	-	48,980	80,161
Investments	1,854,313	1,324,467	3,178,780	2,801,237
Tangible capital assets	46,416	-	46,416	98,683
<b>Total Assets</b>	<b>\$ 3,839,785</b>	<b>\$ 1,324,467</b>	<b>\$ 5,164,252</b>	<b>\$ 5,196,141</b>
<b>Liabilities</b>				
Accounts payable and donor directed payable	\$ 116,360	\$ -	\$ 116,360	\$ 96,979
Funds held in trust	275,871	-	275,871	334,344
Deferred contributions	42,205	-	42,205	381,311
	434,436	-	434,436	812,634
<b>Net Assets</b>	<b>3,405,349</b>	<b>1,324,467</b>	<b>4,729,816</b>	<b>4,383,507</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 3,839,785</b>	<b>\$ 1,324,467</b>	<b>\$ 5,164,252</b>	<b>\$ 5,196,141</b>

### SUMMARY STATEMENT OF OPERATIONS

Year ended June 30, 2025

(with comparative figures for the year ended June 30, 2024)

	Operating Fund	Tomorrow Fund	Total 2025	Total 2024
<b>Revenue</b>				
Net donation revenue	\$ 2,051,357	\$ -	\$ 2,051,357	\$ 2,279,280
Contributions and grants	960,263	-	960,263	1,492,423
Community Services Recovery Fund	20,150	-	20,150	33,373
Investment and other income	247,076	127,915	374,991	168,668
	3,278,846	127,915	3,406,761	3,973,744
<b>Expenses</b>				
Fundraising expenses	767,251	-	767,251	611,283
Net revenue available for Community Impact	2,511,595	127,915	2,639,510	3,362,461
<b>Community Impact expenses</b>				
Community impact grants	84,000	-	84,000	301,768
Community Services Recovery Fund grants	-	-	-	15,886
Donor-directed to other charities	142,863	-	142,863	166,263
Programs and other investments	728,100	-	728,100	995,676
211 Saskatchewan	772,961	-	772,961	869,342
Community impact	534,152	-	534,152	464,562
United Way of Canada dues	31,125	-	31,125	33,780
	2,293,201	-	2,293,201	2,847,277
<b>Excess (deficiency) of revenue over expenses</b>	<b>\$ 218,394</b>	<b>\$ 127,915</b>	<b>\$ 346,309</b>	<b>\$ 515,184</b>

## OUR MISSION

Our mission is to ignite the desire in everyone to improve lives by mobilizing our community for lasting social change

## OUR VISION

Our vision is to build a strong, caring community where everyone has the opportunity to live a good life

## OUR PROMISE

Our promise is that we will invest resources where they are needed most and where they will have the greatest impact.

## OUR VALUES

- Demonstrate trust, integrity, respect, inclusivity and transparency
- Energize and inspire volunteerism and volunteer leadership
- Endorse innovation, partnerships and collective action
- Provide non-partisan leadership
- Embrace diversity



# Thank you for showing your local love.



Learn more about our  
impact priorities in our  
**2024-25**

**Community Impact Report**



**United Way**  
Regina

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Find us on: Facebook, X, Instagram, LinkedIn and YouTube

