

United Way of Calgary and Area

Financial Statements
December 31, 2025



Independent auditor's report

To the Members of United Way of Calgary

Our opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of United Way of Calgary (the Organization) as at December 31, 2025 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

What we have audited

The Organization's financial statements comprise:

- the statement of financial position as at December 31, 2025;
- the statement of operations for the year then ended;
- the statement of changes in fund balances for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

PricewaterhouseCoopers LLP
Suncor Energy Centre, 111 5th Avenue South West, Suite 2900
Calgary, Alberta, Canada T2P 5L3
T.: +1 403 509 7500, F.: +1 403 781 1825
Fax to mail: ca_calgary_main_fax@pwc.com

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

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

Independence

We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Calgary, Alberta

May 28, 2026

United Way of Calgary and Area

Statement of Financial Position

As at December 31, 2025

(in thousands of dollars)

			2025	2024
	General Fund \$	Tomorrow Fund \$	Total \$	Total \$
Assets				
Current assets				
Cash	32,371	-	32,371	23,698
Interfund (payable) receivable	(2,968)	2,968	-	-
Accounts receivable and other assets (note 3)	1,173	-	1,173	2,335
Government remittances recoverable	292	-	292	152
Trust assets (note 8)	377	-	377	563
	31,245	2,968	34,213	26,748
Investments (note 6)	19,198	56,150	75,348	70,900
Capital assets (note 7)	2,529	-	2,529	2,403
	52,972	59,118	112,090	100,051
Liabilities				
Current liabilities				
Accounts payable and accrued liabilities	570	-	570	899
Trust obligations (note 8)	377	-	377	563
Current portion of deferred contributions (note 9)	20,283	-	20,283	15,169
	21,230	-	21,230	16,631
Deferred contributions (note 9)	7,726	13,499	21,225	14,397
	28,956	13,499	42,455	31,028
Fund Balances				
Sustainability reserve (note 10(a))	6,584	-	6,584	6,650
Internally restricted (note 10(a) and (b))	17,432	22,459	39,891	41,032
Endowments (note 10(b))	-	23,160	23,160	21,341
	24,016	45,619	69,635	69,023
	52,972	59,118	112,090	100,051

Commitments (note 11)

Approved by the Board of Directors



Director



Director

The accompanying notes are an integral part of these financial statements.

United Way of Calgary and Area

Statement of Operations

For the year ended December 31, 2025

(in thousands of dollars)

			2025	2024
	General Fund \$	Tomorrow Fund \$	Total \$	Total \$
Revenue				
Unrestricted campaign (note 4)	30,107	1,321	31,428	31,436
Government grants (note 5)	6,403	-	6,403	5,764
Donor designated funds to United Way initiatives	6,933	-	6,933	8,883
Donor designated funds to registered charities	5,879	-	5,879	4,105
Investment income	931	701	1,632	1,863
Sponsorship and other revenue	103	-	103	111
	50,356	2,022	52,378	52,162
Expenses				
Fundraising (note 16)	7,184	-	7,184	7,522
Net revenue available for community investments, services and programs				
	43,172	2,022	45,194	44,640
Community investments, services and programs				
Community investment to member agencies and partners	20,689	-	20,689	20,424
Community investments to special initiatives in collaboration with partners	13,336	-	13,336	14,647
Donor designated funds to registered charities	5,879	139	6,018	4,217
Community services and programs support (note 15)	8,727	-	8,727	8,476
Total community investments, services and programs				
	48,631	139	48,770	47,764
(Deficiency) excess of revenue over expenses before other items				
	(5,459)	1,883	(3,576)	(3,124)
Unrealized gains on investments (note 10(b))				
	-	3,979	3,979	4,819
Realized gains on investments (note 10(b))				
	-	197	197	256
(Deficiency) excess of revenue over expenses				
	(5,459)	6,059	600	1,951

The accompanying notes are an integral part of these financial statements.

United Way of Calgary and Area

Statement of Changes in Fund Balances

For the year ended December 31, 2025

(in thousands of dollars)

					2025	2024
	Designated for community use \$	Sustainability reserve \$	Total General Fund \$	Total Tomorrow Fund \$	Total \$	Total \$
Fund balance – Beginning of year	19,825	6,650	26,475	42,548	69,023	67,064
(Deficiency) excess of revenue over expenses	-	(5,459)	(5,459)	6,059	600	1,951
Endowments contributions received (note 10(b))	-	-	-	12	12	8
Tomorrow Fund distribution to the General Fund	-	3,000	3,000	(3,000)	-	-
Designated in the year for community use (note 10 (a))	19,571	(19,571)	-	-	-	-
Community investments made in the year (note 10(a))	(21,964)	21,964	-	-	-	-
Fund balance – End of year	17,432	6,584	24,016	45,619	69,635	69,023

The accompanying notes are an integral part of these financial statements.

United Way of Calgary and Area

Statement of Cash Flows

For the year ended December 31, 2025

(in thousands of dollars)

	2025 \$	2024 \$
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenses	600	1,951
Items not affecting cash		
Amortization of tangible capital assets	850	702
Non-cash life insurance donation	(614)	-
Unrealized gains on investments	(3,979)	(4,819)
Realized gains on investments	(197)	(256)
	<u>(3,340)</u>	<u>(2,422)</u>
Changes in non-cash operating working capital (note 12)	12,635	(634)
	<u>9,295</u>	<u>(3,056)</u>
Financing activities		
Contributions received for endowment purposes	21	8
	<u>21</u>	<u>8</u>
Investing activities		
Tomorrow Fund investment	(1,318)	(2,083)
Net redemption of long-term investments	1,612	1,842
Acquisition of tangible capital assets	(937)	(1,368)
	<u>(643)</u>	<u>(1,609)</u>
Change in cash during the year	8,673	(4,657)
Cash – Beginning of year	<u>23,698</u>	<u>28,355</u>
Cash – End of year	<u>32,371</u>	<u>23,698</u>

The accompanying notes are an integral part of these financial statements.

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

1 Nature of operations

The mission of the United Way of Calgary and Area (the Organization) is to mobilize communities for lasting social change. The Organization is a registered charitable public foundation incorporated under the Societies Act of the Province of Alberta.

As a registered charitable foundation under subsection 149(1) of the Income Tax Act (Canada), the Organization is exempt from income taxes and is able to issue donation receipts for income tax purposes.

2 Summary of significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO) and include the following significant policies:

a) Funds

The Organization applies the deferral method of accounting and has elected to further reflect details of its operations through both the General Fund and its Tomorrow Fund. Each of these is described in detail below.

General Fund

The General Fund reports revenue and expenses related to program delivery, fundraising and operational support activities of the Organization.

Within the General Fund, the Organization undertakes certain initiatives for which designated donor funds are received, as well as uses internally restricted funds to cover a portion of the related project expenditures.

The Organization also receives and distributes funds designated by donors for payment to specified registered charities.

Tomorrow Fund

The Tomorrow Fund was established to support the Organization's long-term objectives.

The Tomorrow Fund is structured to accept and hold endowment and non-endowment contributions comprising donor advised contributions and internally restricted funds.

The Board of Directors (the Board) has approved the investment of funds from the General Fund alongside pooled fund investments of the Tomorrow Fund in accordance with defined criteria as determined by the Board. Funds are distributed as described below.

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

Endowment contributions

Endowment contributions consist of amounts designated by donors for endowment purposes. Endowment contributions include the following:

- Unrestricted endowments

Unrestricted endowments have no restriction as to purpose and the Organization may apply funds available for use as it considers appropriate. Up to 4% of the market value of invested assets of unrestricted endowments as at the end of the prior financial year will be distributed to the General Fund to support the Organization's work in four focus areas: Socioeconomic Well-Being, Mental Health, Healthy Relationships and Social Inclusion. Additional amounts may be used to offset the Organization's costs as the Board directs (note 10(b)).

- Specific purpose endowments

Specific purpose endowments restrict the application of funds available for use to defined, unchanging purposes. Up to 4% of the market value of invested assets of specific purpose endowments as at the end of the prior financial year will be distributed to the General Fund in accordance with the specific requirements attached to such endowments (note 10(b)).

- Donor advised endowments

Donor advised endowments provide for the application of funds available for use to be decided with advice of the donor. Up to 4% of the market value of invested assets of donor advised endowments as at the end of the prior financial year will be made available to the donor each year for distribution to the General Fund or to other charities of their choice (note 10(b)). To the extent that such distribution is not made, the unused portion of the available distribution each year is kept within investments.

Non-endowment internally restricted contributions

Non-endowment internally restricted contributions consist of amounts that are internally restricted as to purpose by the Board and specific purpose contributions. Non-endowment contributions include the following:

- Internally restricted at the Board's discretion

The Board retains the right, at its discretion, to direct the use of these internally restricted gifts and to subsequently remove or vary such internal restrictions. These funds include: the earnings above 4% of the General Fund investments, legacy bequests, life insurance proceeds, plus annual gifts to the Tomorrow Fund and any other testamentary gifts that are not endowed or otherwise restricted by the donor, but which are held as internally restricted funds of the Tomorrow Fund (note 10(b)). The amount received as bequests in 2025 was \$617 (2024 – \$498).

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

- Internally restricted specific purpose

These funds have been restricted by the Board to match contributions of specific purpose endowments. Distributions of internally restricted amounts are applied to support the same purposes as the specific purpose endowments to which they relate.

Up to 4% of the market value of invested assets of internally restricted funds as at the end of the prior financial year will be distributed to the General Fund to support the Organization's work in Socioeconomic Well-Being, Mental Health, Healthy Relationships and Social Inclusion, with additional amounts used to offset the Organization's costs as the Board directs.

These internally restricted funds are also available to ensure the principal of General Fund investments in the Tomorrow Fund may be made whole in the event that the principal declines as a result of market conditions.

Non-endowment donor advised contributions

These are contributions that are designated by donor agreements for specified longer-term projects and are included in deferred contributions within the Tomorrow Fund (note 10). Distributions are made on the advice of the donors.

b) Revenue recognition

The Organization's financial statements are prepared using the deferral method of accounting for contributions.

Unrestricted campaign

An annual campaign is conducted to raise support for projects and services to be provided in the following year by funded agencies, organizations addressing new and emerging needs and other registered Canadian charities. Unrestricted campaign revenue comprises unrestricted contributions and contributions to the Organization's four investment categories: Programmatic Investments, Signature Initiatives/Special Projects, Collaborative Systems Change and Innovation. Contributions are recognized as revenue in the period in which the funds are received.

Contributions of shares of publicly traded companies are recorded at the closing market price of the shares on the day they are effectively received by the Organization, or, in the case of thinly traded and other shares whose liquidation is restricted in any form, at a value discounted from the closing price as considered appropriate. The determined value of the shares is included in unrestricted campaign revenue.

Stock options donated to the Organization are recorded at \$nil, unless information is available to support a reasonable fair market valuation. If there is a determined value, this amount is included in unrestricted campaign revenue.

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

Donor designated funds

All contributions that are designated by donors for United Way initiatives or for other registered charities are initially deferred, then recognized as revenue of the General Fund or Tomorrow Fund, as applicable, in the year in which the related expenses (payments) are incurred.

Where earnings and growth are attributable to any donor designated funds, they are treated as direct increases of the deferred contribution. Together with the principal contributed, they are recognized as revenue in the year in which the related expenses are incurred.

Contributions of shares of publicly traded companies that are designated by donors are valued, as described under Unrestricted Campaign Revenue, and initially deferred. Revenue is recognized when proceeds are disbursed.

Designated contributions for tangible capital assets

Contributions that are designated by donors for tangible capital assets are initially deferred and then amortized over the same period as the corresponding asset.

Bequests and legacy gifts

Annual gifts to the Tomorrow Fund, bequests, life insurance proceeds and any other testamentary gifts that are not endowment gifts or otherwise restricted by the donor are recognized as revenue of the Tomorrow Fund as received.

Endowment contributions

Contributions of perpetual endowments to the Tomorrow Fund are recognized as direct increases in endowment fund balances.

Investment income and costs

Interest and dividend income earned on long-term investments, minus the manager's fees, are recognized in investment income in the applicable fund in the period in which they are realized. Unrealized and realized gains and losses on long-term investments are recognized in the statement of operations in the applicable fund.

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

Sponsorship and other revenue

Sponsorship and other revenue are recognized in the year funds are received to support special events as well as the operating activity of the Organization.

c) Donated goods and services

Goods and services contributed to the Organization to be consumed in operations are not recorded as revenue due to difficulties in determining fair value of such goods and services.

d) Tangible capital assets

Purchased tangible capital assets with a value exceeding \$1,000 are capitalized and recorded at cost. Purchased tangible capital assets with a value of less than \$1,000 are charged as an expense to the General Fund as incurred. Contributed tangible capital assets are recorded at fair value as at the date of the contribution if their value exceeds \$1,000. The cost of tangible capital assets is made up of significant separable component parts and allocated to the component parts when practicable and when estimates can be made of the lives of the separate components.

Tangible capital assets are tested for impairment when conditions indicate that a tangible capital asset no longer contributes to the Organization’s ability to provide goods and services, or that the value of future economic benefits or service potential associated with the tangible capital asset is less than its net carrying amount. When conditions indicate that a tangible capital asset is impaired, the net carrying amount of the tangible capital asset is written down to the asset’s fair value or replacement cost. The writedowns of tangible capital assets are recognized as expenses in the statement of operations. Writedowns are not subsequently reversed.

Amortization of tangible capital assets is provided on a straight-line basis over the estimated useful lives of the assets, as follows:

Computer software	3 years
Computer equipment	5 years
Furniture and fixtures	5 years
Telephone equipment	5 years
Building improvements	5 years

e) Allocation of expenses

The Organization allocates operational expenses between fundraising expenses and community investments, services and programs expenses based on headcount-driven allocation between the fundraising team and the community investments, services and programs team.

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

f) Financial instruments

A financial asset or a financial liability is initially recognized when the Organization becomes a party to the contractual provisions of the financial instrument. A financial liability is derecognized when it is extinguished. Financial instruments assumed in an arm's length transaction are recorded at fair value on initial recognition. Equity instruments and other financial instruments that are quoted in an active market are subsequently recorded at fair value. All other financial instruments are recorded at cost or amortized cost, unless management has elected to record them at fair value. The Organization has not elected to carry any such financial instruments at fair value.

Financial assets originated or acquired, and financial liabilities issued or assumed in a related party transaction are initially measured at cost. For financial instruments with repayment terms, cost is determined as the sum of undiscounted cash flows less any impairment losses previously recognized by the transferor. For financial instruments with no repayment terms, cost is determined by reference to the consideration transferred or received by the Organization in the transaction.

Transaction costs related to financial instruments measured at fair value are expensed as incurred. For all other financial instruments, the transaction costs are added to the carrying value of the asset or netted against the carrying value of the liability and are then recognized over the expected life of the instrument using the straight-line method.

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

g) Foreign currency translation

Investments denominated in foreign currencies are translated into Canadian dollars at the rate of exchange in effect on the date of the statement of financial position. Investment income from these securities is translated at the exchange rate in effect when realized.

h) Cash

Cash includes the amounts held in bank deposits and current accounts maintained by the Organization.

i) Investments

Investments, including cash, bonds and pooled equities are initially and subsequently recorded at fair value in accordance with the Organization's investment policies. Life insurance policies with surrender values, are initially recorded and subsequently measured at their cash surrender values, with changes in said value being recorded in the statement of operations. Life insurance policies without cash surrender value are initially recorded at fair value and subsequently measured at amortized cost.

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

j) Use of accounting estimates

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities as at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period.

Specific items subject to estimation include amortization and potential impairment of tangible capital assets, classification of deferred contributions, accrued liabilities and the allocation of operational support costs.

These estimates are subject to measurement uncertainty, and the effects of changes in these estimates in future periods could be significant.

k) Accounting for cloud computing arrangements

Cloud computing agreements are assessed to identify if they meet intangible assets criteria, and are either recognized as an intangible asset or, if the intangible asset criteria are not met, they are expensed as incurred. Implementation costs are also assessed to identify if they meet intangible asset criteria. Where the criteria are met, they are recognized as intangible assets, and where they are not, the accounting policy choice has been made to recognize these costs as prepaid expenditures and amortize them over the period of the expected use.

3 Accounts receivable and other assets

	2025 \$	2024 \$
Accounts receivable*	1,057	2,306
Prepaid expenses and other assets	116	29
	<hr/> 1,173	<hr/> 2,335

*2025 accounts receivable includes donations that were committed to as at December 31, 2025 and were subsequently received in January 2026 (2024 – all amounts were received in January 2025).

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

4 Unrestricted campaign revenue

	2025 \$	2024 \$
Tomorrow Fund		
Annual unrestricted campaign	1,321	497
General Fund		
Annual unrestricted campaign	29,456	30,618
Funds transferred from other United Ways	1,901	1,134
Funds transferred to other United Ways	(1,250)	(813)
	30,107	30,939
	31,428	31,436

5 Government grants

	2025 \$	2024 \$
Program		
Healthy Aging Alberta (note 5(a))	4,160	4,368
Basic Needs Fund (note 5(b))	1,400	350
Social Impact Lab Alberta (note 5(c))	388	719
Other Government grants	455	327
	6,403	5,764

a) Healthy Aging Alberta

Since beginning this program in 2022, the Organization has received funding of \$24,235 (2024 – \$10,142) (note 17) from the Government of Alberta Minister of Seniors, Community and Social Services, Minister of Seniors and Housing, and provincial funding through Lethbridge Seniors Community Association for provincial wide seniors' services community engagement and Community-Based Seniors Serving framework development, mobility transportation, wraparound non-medical community-based supports, and an inaugural Healthy Aging Summit.

The Organization is the program administrator and delivery agent for the grants until September 2026. In 2025, \$12,895 (2024 – \$2,917) of funds were unspent and are recorded as deferred contributions.

b) Basic Needs Fund

Since beginning this program in 2024, the Organization has received a total of \$2,810 (2024 – \$1,405) from the City of Calgary. The Organization serves as the program administrator and delivery agent for this grant. This grant was recorded as deferred contributions and at year-end 2025, \$1,060 remained unspent (2024 – \$1,050).

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

c) Social Impact Lab Alberta

Since beginning this program in 2022, the Organization has received a total of \$1,750 (2024 – \$1,750) in funding from the Government of Alberta’s Minister of Culture and Status of Women. The Organization serves as the program administrator and delivery agent for these grants through March 2026 under an extended contract term. This grant was recorded as deferred contributions and had accumulated interest of \$60 as of December 31, 2025. At year-end 2025, \$111 remained unspent (2024 – \$475).

6 Investments

	2025 \$	2024 \$
Tomorrow Fund		
Investments in externally managed funds	55,370	52,346
Life insurance	780	147
	<hr/> 56,150	<hr/> 52,493
General Fund		
Balanced fund investment	19,195	18,404
Other	3	3
	<hr/> 19,198	<hr/> 18,407
	<hr/> 75,348	<hr/> 70,900

Externally managed funds portfolio weighting in Tomorrow Fund

	2025 %	2024 %
Pooled bonds and cash	32.4	37.4
Equities		
Canadian	19.9	19.4
United States	14.7	18.8
Other foreign	33.0	24.4
	<hr/> 100.0	<hr/> 100.0

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

7 Capital assets

	2025		
	Cost or donated value \$	Accumulated amortization \$	Net \$
Computer software	3,367	1,905	1,462
Computer equipment	1,042	561	481
Furniture and fixtures	500	500	-
Telephone equipment	-	-	-
Building improvements	812	401	411
Intellectual property	175	-	175
	<u>5,896</u>	<u>3,367</u>	<u>2,529</u>
	2024		
	Cost or donated value \$	Accumulated amortization \$	Net \$
Computer software	11,219	9,948	1,271
Computer equipment	2,775	2,289	486
Furniture and fixtures	500	495	5
Telephone equipment	386	386	-
Building improvements	921	455	466
Intellectual property	175	-	175
	<u>15,976</u>	<u>13,573</u>	<u>2,403</u>

During the year, the Organization incurred \$850 (2024 – \$702) of amortization expense. Fully amortized capital assets with a gross book value of \$967 (2024 – \$11,780) are still in use.

8 Trust assets and trust obligations

The Organization coordinates the national campaign for certain corporate donors, including the processing, collection and subsequent distribution of donations to other United Way offices. This activity requires that the Organization hold certain assets in trust for other United Way offices.

9 Deferred contributions

Deferred contributions to United Way initiatives represent the unspent portions of donor designated funds to be used to fund initiatives undertaken by the Organization.

Deferred contributions to registered charities represent the undistributed portion of donor designated funds to be paid to registered charities defined by the donor.

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

Deferred contributions related to future years' campaigns reflect the value of donations received by the Organization that are restricted by the donor for campaigns of future years.

Deferred contributions include the unspent portion of corporate sponsorship received to cover operating expenses.

Deferred contributions of the Tomorrow Fund are non-endowment donor advised contributions. These are held in accordance with donor agreements for specified longer-term projects.

Changes in deferred contributions are as follows:

General Fund

	Balance – Beginning of year \$	Deferred contributions received in year \$	Deferred contributions used in year \$	Balance – End of year \$
Donor designated to United Way initiatives	14,188	24,798	(13,336)	25,650
Donor designated to registered charities	2,425	5,663	(5,879)	2,209
Sponsorship	209	62	(122)	149
	<u>16,822</u>	<u>30,523</u>	<u>(19,337)</u>	<u>28,008</u>

The current portion of deferred contributions is \$20,283 (2024 – \$15,169), leaving a remaining long-term portion of \$7,726 (2024 – \$1,653).

Tomorrow Fund

	Balance – Beginning of year \$	Deferred contributions received in year \$	Earnings \$	Deferred contributions used in year \$	Balance – End of year \$
Non-endowed – donor advised	<u>12,744</u>	<u>889</u>	<u>1,163</u>	<u>(1,297)</u>	<u>13,499</u>

United Way of Calgary and Area

Notes to Financial Statements

December 31, 2025

(in thousands of dollars)

10 Fund balances

a) General Fund

- Sustainability reserve

The Board has determined that the Organization needs to retain a level of uncommitted funds to support the Organization in periods of financial uncertainty. The Board established the following criteria to guide the retention of funds to be held available for the sustainability of the Organization as required:

- 4 months (2024 – 4 months) of operating budget
- 6 months (2024 – 6 months) of normal amortization
- \$1,000 (2024 – \$1,000) disaster response reserve
- \$500 (2024 – \$500), being the unamortized portion of the transfer for building improvements from the Tomorrow Fund

- Designated for community use (internally restricted)

The Organization's community investment program is planned around a combination of one- or two-year commitments and accommodates years where weak economic conditions might require their use. Any funds beyond those held available under the sustainability reserve are considered to be available for community use. In years where a significant operating surplus or deficit results, the funds designated for community use can change materially.

b) Tomorrow Fund

	Balance – Beginning of year \$	Contributions received \$	Total \$	Investment income \$	Unrealized gains \$	Realized gains \$	Distributions \$	Balance – End of year \$
Non-endowed – internally restricted								
Board discretion	19,501	1,321	20,822	145	2,502	125	(2,496)	21,098
Specific purpose	1,706	-	1,706	42	112	5	(504)	1,361
	<u>21,207</u>	<u>1,321</u>	<u>22,528</u>	<u>187</u>	<u>2,614</u>	<u>130</u>	<u>(3,000)</u>	<u>22,459</u>
Endowments								
Unrestricted								
endowments	11,969	9	11,978	279	754	37	-	13,048
Donor advised	4,782	12	4,794	119	322	16	(139)	5,112
Specific purpose	4,590	-	4,590	107	289	14	-	5,000
	<u>21,341</u>	<u>21</u>	<u>21,362</u>	<u>505</u>	<u>1,365</u>	<u>67</u>	<u>(139)</u>	<u>23,160</u>
	<u>42,548</u>	<u>1,342</u>	<u>43,890</u>	<u>692</u>	<u>3,979</u>	<u>197</u>	<u>(3,139)</u>	<u>45,619</u>

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In 2025, distributions of \$3,139 (2024 – \$3,148) included \$139 (2024 – \$128) paid to registered charities under the advice of donors and support of investments in the community of \$3,000 (2024 – \$3,020).

11 Commitments

The Board approves the annual plan to apply funds to the Organization's community investment program. While approved in principle, the Board reserves the right to modify any such plan should economic or other circumstances require such revision.

Commitments under this program are included as funds designated for community use. As at December 31, 2025, these commitments were as follows:

	\$
2026	23,988
2027	9,670
2028	235

The current lease was entered into on June 1, 2016 for a term of 20 years; however, during 2024, the Organization put in a lease termination notice effective June 1, 2026. A remediation cost of \$170 was recorded in the current year with respect to the lease termination. The Organization has no material exposure to any environmental or other remediation in terms of any former leases.

During the year, the Organization entered into a new lease, which will commence January 1, 2027 for a term of 10 years. There is an early occupancy period of May 1, 2026 to December 31, 2026.

Lease payments required over the next five years and beyond are as follows:

	Total \$
2026	572
2027	1,147
2028	1,165
2029	1,216
2030	1,234
Thereafter	8,092
	<hr/>
	13,426
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12 Changes in non-cash operating working capital

	2025 \$	2024 \$
Accounts receivable and other assets	1,162	(1,638)
Government remittances recoverable	(140)	(49)
Accounts payable and accrued liabilities	(329)	200
Deferred contributions	11,942	853
	<hr/>	<hr/>
	12,635	(634)
	<hr/>	<hr/>

13 Management of capital

The Organization defines its capital as the amounts included in its fund balances.

The Organization sets the amount of fund balances in proportion to risk, manages the fund structure and makes adjustments in light of changes in economic conditions and the risk characteristics of the underlying assets.

The Organization's objective when managing capital is to safeguard its ability to sustain itself as a going concern so that it can continue to provide the appropriate level of benefits and services to its beneficiaries and stakeholders.

The Organization's capital includes funds that are restricted either by donors or by the Board.

The Organization has internal control processes to ensure that any restrictions are met prior to the utilization of these resources, and the Organization has been in compliance with these restrictions throughout the year.

Management and the Board carefully consider fundraising campaigns, donor contributions designated to United Way initiatives, sponsorship and investment income to ensure that sufficient funds will be available to meet the Organization's short-term and long-term objectives.

The Organization monitors its financial performance against an annual budget that is approved by the Board. Surpluses from unspent operational activities are accumulated under the sustainability reserve or those internally designated for community use. In the event that revenue declines, the Organization will budget for reduced distributions and reduced operational expenditures. The Board has the right to determine how the Organization's funds that are under its discretion may be used to offset any deficits.

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(in thousands of dollars)

14 Financial risk management

The Organization's financial risks are as follows:

Market risk

The Tomorrow Fund's assets include both equity and fixed income securities. These assets are invested in diversified pooled funds managed professionally by a fund manager appointed by the Board. The fund manager is governed by an investment policy of the Board, which places certain parameters on investments. The performance of the fund manager is routinely assessed by the Finance Audit and Technology Committee of the Board. The Finance Audit and Technology Committee has authority to make certain changes to asset mix to ensure that the investments are as secure as possible. The market value of these investments changes in concert with the business, financial condition, management and other relevant factors affecting the underlying organization that issued the securities. In addition, general economic conditions of the markets in which such organizations operate change, thereby exposing the Organization to fluctuations in the value of investments.

Liquidity risk

Liquidity risk is the risk the Organization will encounter difficulties in meeting its financial obligations. The Organization manages its liquidity risk by monitoring its operating requirements and cash and liquidity management. The Organization prepares budgets and cash flow projections to ensure it has sufficient funds to fulfill its obligations.

Investments in the Tomorrow Fund are primarily intended to be held for the long term, with much of its principal held in perpetuity. The Tomorrow Fund investment portfolio has considerable funds in cash (note 6), which may be accessed if needed in the short term. In the event that funds are required to be drawn from internally restricted funds of the Tomorrow Fund, arrangements can be made with the investment manager to have funds made available on short notice.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Fixed interest rate investments are subject to fair value risks. The Organization is exposed to this risk in relation to fixed income securities. The Organization manages this risk through its investment policies and the use of a professional investment advisor.

Foreign exchange risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Because a portion of the Organization's investment portfolio is denominated in foreign currencies, the Organization is exposed to fluctuations in those currencies.

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(in thousands of dollars)

Credit risk

The Organization is exposed to credit risk to the extent that a counterparty may default on a contractual obligation, resulting in a financial loss. Cash is held in creditworthy financial institutions in accordance with the Organization's investment policies.

15 Community services and programs support

Community services and programs support the management, oversight and distribution of community investments via the United Way network of agencies, partners and community services. It includes program administration for government programs, allocation of expenses (note 2(e)) and United Way membership dues in accordance with United Way Centraide Canada's (UWCC) Transparency, Accountability and Financial Reporting (TAFR) policy.

16 Fundraising expenses

In accordance with the UWCC TAFR policy, United Way uses the following method to calculate cost revenue ratios.

	2025	2024
Total revenue, excluding investment activities	\$50,643	\$50,329
Total fundraising expenses	\$7,184	\$7,522
Total fundraising expenses as a percentage of total revenue	14.2%	14.9%

The Organization is registered under the Alberta Charitable Fund-raising Act. As required under Section 7(2) of the Charitable Fund-raising Regulation (Alberta), the following supplementary information is disclosed for the year-ended December 31, 2025, with comparative information for the prior year.

During the year, the Organization received gross contributions of \$51,716 (2024 – \$47,693), excluding government contributions. Contributions were used to support the Organization's charitable programs and operations; no individual use exceeded 10% of gross contributions.

Total expenses incurred for the purpose of soliciting contributions were \$7,184 (2024 – \$7,522), including \$2,529 paid to employees whose duties involved fundraising (2024 – \$2,774) and no amounts paid to fundraising businesses (2024 – \$nil).

17 Comparative figures

A comparative figure was updated in note 5(a) with respect to the amount of funding the Organization has received with respect to Healthy Aging Alberta as of 2025.