

# WELCOME TO UNITED WAY<sup>of</sup> CALGARY<sup>and</sup> AREA's



**2014 ANNUAL GENERAL MEETING**



PHOTO CREDIT: GLENN KELLY

**VIEW OUR 2013 ANNUAL REPORT ONLINE**  
[www.calgaryunitedway.org](http://www.calgaryunitedway.org)

## 2013 – 2014 BOARD OF DIRECTORS - OFFICERS

**Board Chair:** Heather Culbert  
Retired SVP Corporate Services,  
Enerplus Corporation

**Board Vice-Chair:** Jeff Pearson  
Manager, Business Development,  
TAQA North Ltd.

**Past Board Chair:** Art Korpach  
Corporate Director

**Chair, Finance and Audit:** Marlie Burt  
President, Burt Energy Ltd.

**Chief Executive Officer:** Lucy Miller  
President, United Way of Calgary and Area

**Chief Operating Officer:** Heather MacDonald  
Vice President, United Way of Calgary and Area

**Chief Financial Officer:** Malcolm Gowie  
CFO, United Way of Calgary and Area

## 2013 – 2014 BOARD MEMBERS

**Ryan Bechard**  
Director, Gallagher Energy Risk Services

**Chris Burley**  
Corporate Director

**Marlie Burt**  
President, Burt Energy Ltd.

**Heather Culbert**  
Retired Sr. Vice President, Corporate Services,  
Enerplus Corporation

**Marie Delorme**  
CEO, The Imagination Group

**Beth Diamond**  
Managing Partner, National Public Relations

**Ellen Dungen**  
President, EMD Consulting Ltd.

**Rodney D. Gray**  
Chief Financial Officer, CEDA International Corporation

**Jason Hatcher**  
Managing Principal, Navigator Ltd.

**Barb Higgins**  
Community Volunteer

**Nicholas J. Johnson**  
Managing Director, Corporate Finance,  
FirstEnergy Capital Corp.

**Art Korpach**  
Corporate Director

**Rich Kruger**  
Chairman, President and CEO, Imperial Oil Ltd.

**Joe Lougheed**  
Partner, Dentons Canada LLP

**John Masters**  
Community Volunteer

**Bob Michaleski**  
Retired CEO, Pembina Pipeline Corporation

**Lucy Miller**  
President and CEO, United Way of Calgary and Area

**Leslie O'Donoghue**  
EVP Corporate Development & Strategy and Chief Risk  
Officer, Agrium Inc.

**Jeff Pearson**  
Manager, Business Development, TAQA North Ltd.

**Sue Riddell Rose**  
President and CEO, Perpetual Energy Inc.

**Jaymal Ruparell**  
President and CEO, RJR Enterprises Ltd.

**Shannon Ryhorchuk**  
Partner, PricewaterhouseCoopers

**Chris Seasons**  
President, Devon Canada Corporation

**Salimah Walji-Shivji**  
Associate General Counsel, Clinical,  
Alberta Health Services

**Adam Waterous**  
Vice Chairman and Head of Global Investment Banking,  
ScotiaBank

## EX-OFFICIO BOARD MEMBERS

**Joe Connors**  
Internal Communications Advisor,  
Encana Corporation

**Sue Ditchburn**  
Superintendent, Calgary Girls' School

**Dawn Farrell**  
President and CEO, TransAlta Corporation

**Rick Hanson**  
Chief of Police, Calgary Police Service

**Larry Macdonald**  
Point Energy

## A MESSAGE FROM OUR BOARD CHAIR

2013 will go down in history as one of the most incredible years for Calgary and United Way! The community spirit and show of force this city has demonstrated was overwhelming and will continue to serve us well as we come together to improve our community. Mayor Nenshi was right when he said "our neighbours' success is our success" as we can all share in the pride of overcoming the immense challenges Calgary and area faced last year.

The energy, enthusiasm and productivity that happens when we rally together is how United Way envisions overcoming complex social issues, every day. United Way helps gather the troops, brings expert agencies and partners together, engages the best minds, and shows the impact of how to tackle community issues head on so that Calgary can be a great city for everyone.



Our partnerships span agencies, foundations, businesses, school systems, and all levels of government. Perhaps most importantly, our partnerships include you, Calgary. You are an indispensable ally in United Way's work. Thanks to your continued commitment to give and get involved, your generosity has raised a historic \$55.7 million plus and engaged the time of more than 11,000 volunteers willing to invest in our community. This fabulous result included amounts donated to specific charities.

We still have challenges and lots of work to be done to make this city great for everyone, but on behalf of our Calgarians in need, Thank You Calgary!

Heather Culbert  
2013-2014 Board Chair  
United Way of Calgary and Area

## 2014 FRANCIS LEFAIVRE AWARD Rick Hanson

With nearly four decades in policing experience, Rick Hanson has devoted his career to helping fellow citizens and improving social conditions in our city and beyond.



Rick has been Chief of the Calgary Police Service since 2007 and crime rates have dropped 35 per cent under his administration. He has long advocated for addressing social problems at the earliest stages and serves as a board member for the Calgary Police Foundation. He is also closely aligned with local organizations that support homeless people, victims of domestic violence and youth, including the United Way-led initiative UpStart: Champions for Children and Youth.

Most recently Rick took on the considerable role of 2013 Cabinet Co-Chair and helped lead United Way to a record-breaking annual campaign. United Way is thrilled to recognize Rick's outstanding community dedication with this year's Francis Lefavre Award.

## SUMMARY STATEMENT OF OPERATIONS

Year ended December 31, 2013

	GENERAL FUND \$	TOMORROW FUND \$	TOTAL 2013 \$	TOTAL 2012 \$
<b>Revenue</b>				
Net unrestricted campaign revenue	46,517,130	-	<b>46,517,130</b>	46,643,928
Donor restricted funds*	12,752,856	-	<b>12,752,856</b>	10,116,158
Tomorrow Fund distribution income	290,000	(290,000)	-	-
Investment income	489,625	611,141	<b>1,100,765</b>	1,089,687
Other revenue	182,459	-	<b>182,459</b>	212,977
	60,232,070	321,141	<b>60,553,211</b>	58,062,750
<b>Expenses</b>				
Fundraising expenses	6,506,032	-	<b>6,506,032</b>	6,940,910
Net revenue available for United Way Community Service	53,726,038	321,141	<b>54,047,179</b>	51,121,840
United Way Community Service expenses	54,646,115	110,656	<b>54,756,771</b>	51,998,898
(Deficiency) excess of revenue over expenses before other item	(920,077)	210,485	<b>(709,592)</b>	(877,058)
Unrealized gains on investments	-	4,564,900	<b>4,564,900</b>	2,105,285
<b>(Deficiency) excess of revenue over expenses</b>	(920,077)	4,775,385	<b>3,855,308</b>	1,228,227

\*Donor restricted funds include donor choice, grants and sponsorship.

## SUMMARY STATEMENT OF FINANCIAL POSITION

As at December 31, 2013

	GENERAL FUND \$	TOMORROW FUND \$	TOTAL 2013 \$	TOTAL 2012 \$
<b>Assets</b>				
Current	54,275,608	(176,936)	<b>54,098,672</b>	56,995,772
Investments	8,005,841	31,033,886	<b>39,039,727</b>	30,050,657
Tangible capital assets	1,114,013	-	<b>1,114,013</b>	1,199,104
	63,395,462	30,856,950	<b>94,252,412</b>	88,245,533
<b>Liabilities</b>				
Current	13,375,555	-	<b>13,375,555</b>	12,255,158
Deferred contributions - long-term	1,641,398	-	<b>1,641,398</b>	1,093,736
	15,016,953	-	<b>15,016,953</b>	13,348,894
<b>Fund Balances</b>				
Available for general use	8,400,000	-	<b>8,400,000</b>	8,400,000
Internally restricted	39,978,509	11,041,761	<b>51,020,270</b>	49,930,946
Externally restricted	-	19,815,189	<b>19,815,189</b>	16,565,693
	48,378,509	30,856,950	<b>79,235,459</b>	74,896,639
	63,395,462	30,856,950	<b>94,252,412</b>	88,245,533

**Note:** This summarized financial information is extracted from the annual financial statements audited by Deloitte LLP. A copy of the complete audited financial statements is available by writing to Malcolm Gowie, Chief Financial Officer, United Way of Calgary and Area, 600-105 12 Avenue SE, Calgary, AB T2G 1A1. This summarized financial information has been prepared in accordance with criteria developed by management. These criteria require management to ensure: 1) the summarized financial information agree with or can be recalculated from the annual audited financial statements; 2) the summarized financial information contains the necessary information and are at an appropriate level of aggregation, so as not to be misleading to the users of this information; and 3) adequate disclosure of this criteria.



## A MESSAGE FROM OUR FINANCE AND AUDIT COMMITTEE CHAIR

Last year was a challenging year for Calgarians, requiring an extraordinary and timely response. Calgarians delivered in a way that exceeded expectations and United Way was happy to play a part in that.

In 2013, United Way invested \$54.8 million in its community work (up from \$52.0 million in 2012), of which \$14.4 million went to United Way's engagement in collaborative initiatives. Utilizing research on real root causes to create innovation in policy, prototype initiatives and targeted solutions in fully coordinated teams, we are realizing major changes and positive, sustainable social impact in our community. We are very excited to see what these collaborative projects can achieve.

The organization continues to demonstrate considerable diligence in managing its financial affairs. United Way of Calgary and Area's fundraising ratio of 10.6% in 2013 continues to be among the lowest of all Canadian charities.

The Finance and Audit Committee of the Board of United Way engages with management to ensure the organization's financial systems and controls provide the assurance expected by all of the organization's supporters. On behalf of the Board of Directors, I am pleased to present the 2013 Summary Financial Statements.

Marlie Burt, CA  
Finance and Audit Committee Chair  
United Way of Calgary and Area

## INDEPENDENT AUDITOR'S REPORT

### **To the Members of United Way of Calgary and Area**

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2013 and the summary statements of operations for the year then ended are derived from the audited financial statements of United Way of Calgary and Area (the "Organization") as at December 31, 2013 and for the year then ended. We expressed an unmodified audit opinion on those financial statements in our report dated March 26, 2014. Those financial statements, and the summary financial statements, do not reflect the events that occurred subsequent to the date of our report on those 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, therefore, is not a substitute for reading the audited financial statements of the Organization.

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

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summary financial statements.

### **Auditor's Responsibility**

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

### **Opinion**

In our opinion, the summary financial statements derived from the audited financial statements of the Organization as at December 31, 2013 and for the year then ended are a fair summary of those financial statements, in accordance with the basis described in the note to the summary financial statements.

Deloitte LLP  
Chartered Accountants  
March 26, 2014

## A MESSAGE FROM OUR PRESIDENT AND CEO

**In 2013, Calgarians went above and beyond when it mattered most.**

Calgarians rallied behind three focus areas (poverty, kids and communities) like never before, delivering a record-breaking \$55.7 million plus campaign for their city. This fabulous result included amounts donated to specific charities. In a tremendous display of community spirit, they gave after the June flood, and then they gave some more. As a result, vulnerable Calgarians are being connected to resources and opportunities that help them flourish.



I am incredibly proud of what we have accomplished together.

Now we have an opportunity to build on this momentum. Together, we will continue to fight poverty, help kids thrive and build strong communities. By addressing root causes, we can win on these three issues. This is critical to our continued success as a city. When we help the most vulnerable, we all benefit.

Thank you for joining us and remaining positive in a challenging year! I look forward to continuing this shared work and staying focused on solutions that are only possible through true community collaboration.

Dr. Lucy Miller  
President and CEO  
United Way of Calgary and Area



**United Way**  
Calgary and Area

Please visit [www.calgaryunitedway.org](http://www.calgaryunitedway.org) to view our 2013 online Annual Report.



[calgaryunitedway.org](http://calgaryunitedway.org)



[calgarysocialvoice.com](http://calgarysocialvoice.com)



[/CalgaryUnitedWay](https://www.facebook.com/CalgaryUnitedWay)



[@UnitedWayCgy](https://twitter.com/UnitedWayCgy)

