

Financial statements of

United Way of Calgary and Area

December 31, 2018

United Way of Calgary and Area

December 31, 2018

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Independent Auditor's Report

To the Members of
United Way of Calgary and Area

Opinion

We have audited the accompanying financial statements of United Way of Calgary and Area (the "Organization"), which comprise the statement of financial position as at December 31, 2018, and the statements of operations, changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2018, 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 ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the financial statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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 ASNPO, 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 GAAS 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 GAAS, 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.

Deloitte LLP

Chartered Professional Accountants
March 21, 2019

United Way of Calgary and Area

Statement of operations

year ended December 31, 2018

(In thousands of dollars)

			2018	2017
	General Fund	Tomorrow Fund	Total	Total
	\$	\$	\$	\$
Revenue				
Gross unrestricted campaign revenue (Note 3)	37,158	337	37,495	41,285
Allowance for uncollected pledges	(571)	-	(571)	(785)
Net unrestricted campaign revenue	36,587	337	36,924	40,500
Donor designated funds to United Way initiatives	5,706	-	5,706	5,694
Donor designated funds to registered charities	6,629	-	6,629	7,149
Tomorrow Fund distribution to				
General Fund (Note 9(b))	1,908	(1,908)	-	-
Investment income	692	1,537	2,229	2,088
Sponsorship and other revenue	434	-	434	343
	51,956	(34)	51,922	55,774
Expenses				
Fundraising expenses (Schedule 2)	8,352	-	8,352	6,610
Net revenue available for distributions, community programs and services	43,604	(34)	43,570	49,164
Distributions, community programs and services expenses (Schedule 3)				
Allocations and designations	39,855	31	39,886	40,517
Community programs and services expenses	10,140	-	10,140	9,266
Total distributions, community programs and services expenses	49,995	31	50,026	49,783
(Deficiency) of revenue over expenses before other item	(6,391)	(65)	(6,456)	(619)
Unrealized (losses) gains on investments	(46)	(1,627)	(1,673)	1,964
(Deficiency) excess of revenue over expenses	(6,437)	(1,692)	(8,129)	1,345

The accompanying notes and schedules to the financial statements are an integral part of this financial statement.

United Way of Calgary and Area

Statement of changes in fund balances

year ended December 31, 2018

(In thousands of dollars)

					2018	2017
	Designated for community use	Sustainability reserve	Total General Fund	Total Tomorrow Fund	Total	Total
	\$	\$	\$	\$	\$	\$
Fund balance, beginning of year	34,813	8,899	43,712	37,893	81,605	80,846
(Deficiency) excess of revenue over expenses	-	(6,437)	(6,437)	(1,692)	(8,129)	1,345
Endowments contributions received (transferred) (Note 9(b))	-	-	-	10	10	(586)
Designated in the year for community use	28,296	(28,296)	-	-	-	-
Community investments made in the year	(31,977)	31,977	-	-	-	-
Fund balance, end of year	31,132	6,143	37,275	36,211	73,486	81,605

The accompanying notes and schedules to the financial statements are an integral part of this financial statement.

United Way of Calgary and Area

Statement of financial position

as at December 31, 2018

(In thousands of dollars)

			2018	2017
	General	Tomorrow	Total	Total
	Fund	Fund		
	\$	\$	\$	\$
Assets				
Current assets				
Cash and cash equivalents	13,422	-	13,422	20,803
Short-term investments (Note 4)	5,391	-	5,391	36
Interfund receivable (payable)	814	(814)	-	-
Campaign pledges receivable	17,138	-	17,138	17,299
Accounts receivable and other assets	670	-	670	605
Government remittances recoverable	74	-	74	56
Trust assets (Note 7)	607	-	607	878
	38,116	(814)	37,302	39,677
Investments (Note 4 and 5)	10,100	39,558	49,658	56,246
Tangible capital assets (Note 6)	1,967	-	1,967	1,642
	50,183	38,744	88,927	97,565
Liabilities				
Current liabilities				
Accounts payable and accrued liabilities	828	-	828	627
Trust obligations (Note 7)	607	-	607	878
Current portion of deferred contributions (Note 8)	11,473	96	11,569	10,561
	12,908	96	13,004	12,066
Deferred contributions (Note 8)	-	2,437	2,437	3,894
	12,908	2,533	15,441	15,960
Commitments (Note 10)				
Fund balances				
Sustainability reserve (Note 9(a))	6,143	-	6,143	8,899
Internally restricted (Note 9(a) and (b))	31,132	14,013	45,145	49,482
Endowments (Note 9(b))	-	22,198	22,198	23,224
	37,275	36,211	73,486	81,605
	50,183	38,744	88,927	97,565

Approved by the Board

 , Director

 , Director

The accompanying notes and schedules to the financial statements are an integral part of this financial statement.

United Way of Calgary and Area

Statement of cash flows

year ended December 31, 2018

(In thousands of dollars)

	2018	2017
	\$	\$
Operating activities		
(Deficiency) excess of revenue over expenses	(8,129)	1,345
Items not affecting cash and cash equivalents		
Amortization of tangible capital assets	811	470
Unrealized losses (gains) on investments	1,673	(1,964)
	(5,645)	(149)
Net changes in non-cash operating working capital (Note 11)	(170)	249
	(5,815)	100
Financing activity		
Contributions received (transferred) for endowment purposes	10	(586)
Investing activities		
Tomorrow Fund income reinvested	(506)	(3,233)
Net investment in long-term investments	5,421	(10,074)
(Net investment in) net redemption of short-term investments	(5,355)	21,253
Acquisition of tangible capital assets	(1,136)	(737)
	(1,576)	7,209
Net (decrease) increase in cash and cash equivalents	(7,381)	6,723
Cash and cash equivalents, beginning of year	20,803	14,080
Cash and cash equivalents, end of year	13,422	20,803

The accompanying notes and schedules to the financial statements are an integral part of this financial statement.

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

1. Nature of operations

United Way of Calgary and Area (the “Organization”) is a registered charitable public foundation. The Organization is incorporated under the Societies Act of the Province of Alberta.

As a registered charitable foundation under subsection 149(1) of the Income Tax Act, the Organization is exempt from income taxes; therefore, no provision for income taxes is recorded in the financial statements.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations 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 its General Fund and its Tomorrow Fund. Each of these is described in detail below.

General Fund

The General Fund reports revenues 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 or internally designated funds are received 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 allow it to accept and hold endowment contributions and non-endowment contributions comprising donor advised contributions and internally restricted funds. Funds are distributed as described below.

The Board has approved the investment of funds from the General Fund alongside balanced fund investments of the Tomorrow Fund in accordance with defined criteria as determined by the Board.

Endowment Contributions

Endowment contributions include only contributions that are clearly established as endowment in nature. Endowment contributions include the following:

- Unrestricted Endowments

Unrestricted endowments have no restriction as to purpose and the Organization is free to 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 three focus areas, Poverty, Kids and Community, and additional amounts to offset the Organization’s costs as the Board directs.

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

2. Significant accounting policies (continued)

a) Funds (continued)

- 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 restricted for a specific purpose as at the end of the prior financial year will be distributed in accordance with the specific requirements attaching to such endowments.

- 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 for distribution each year. To the extent that such distribution is not made, the unused portion of the available distribution each year is capitalized. Distributions are made with the advice of the donors.

Non-Endowment Internally Restricted Funds

The Board retains the right, in its discretion, to direct the use of these internally restricted gifts and to subsequently remove or vary such internal restrictions. These include funds restricted by the Board out of the General Fund, plus annual gifts to the Tomorrow Fund, legacy bequests, life insurance proceeds and any other testamentary gifts which are not endowed or otherwise restricted by the donor but which are held as internally restricted funds of the Tomorrow Fund (see Note 9(b)).

These funds have been restricted by the Board to match contributions of specific purpose endowments. Distributions from these 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 Poverty, Kids and Community, and additional amounts 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 is protected and made whole in the event that any of that 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. Consistent with the Organization's accounting of such contributions, they are treated as deferred contributions within the Tomorrow Fund. Refer to Note 2(b) under donor designated funds.

To the extent that earnings and growth attribute to these funds and, subject to the agreement with the donor, attributable earnings and growth as well as principal are distributed with the advice of the donor.

b) *Revenue recognition*

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

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

2. Significant accounting policies (continued)

b) Revenue recognition (continued)

Unrestricted Campaign Revenue

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 three focus areas – Poverty, Kids and Community. These contributions may be received in cash or as pledges receivable during the annual campaign, and are recognized as revenue in the period in which the campaign is held. Reductions in the carrying amount of pledges receivable are recognized as a reduction of unrestricted campaign revenue in the year in which the reduction occurs.

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 where this is 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.

Donor Designated Funds

All contributions that are designated by donors for United Way initiatives are initially deferred, then recognized as revenue of the General Fund or Tomorrow Fund, as applicable, in the year in which the related expenses 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 which 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 or transferred from the Tomorrow Fund for the acquisition of tangible capital assets are 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 which are not endowment gifts or otherwise restricted by the donor are recognized as revenue of the Tomorrow Fund as received.

Endowment Contributions

Endowment contributions to the Tomorrow Fund are recognized as direct increases in endowment fund balances.

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

2. Significant accounting policies (continued)

b) Revenue recognition (continued)

Investment Income and Costs

Interest and dividend income and gains and losses on short-term investments are recognized in investment income in the applicable fund in the period in which they are realized.

Interest and dividend income earned on long-term investments 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 through the statement of operations in the applicable fund.

c) Pledges receivable

Pledges are recorded as revenue and receivable when signed pledge documents are received or other documents are available to provide reasonable evidence of a valid pledge. Allowances are provided for amounts estimated to be uncollectible.

d) 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.

e) 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 at the date of the contribution if their value exceeds \$1,000.

Tangible capital assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be fully recoverable. An impairment loss is recognized when and to the extent that management assesses the future useful life of an asset to be less than originally estimated.

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	Term of lease

f) Allocation of expenses

The nature of the Organization's operations dictates that its costs are largely influenced by the deployment of its staff. Similarly, the costs of supporting fundraising and program expenses are directly correlated to the number of people working in each of those areas.

Operational support expenses are allocated between fundraising expenses and distributions, community programs and services expenses based on the headcount of the Organization at the beginning of the year in which the operational support expenses are incurred.

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

2. Significant accounting policies (continued)

f) Allocation of expenses (continued)

Operational support expenses are allocated as follows:

	2018	2017
	%	%
Fundraising expenses	49.1	48.7
Distributions, community programs and services expenses	50.9	51.3
	100.0	100.0

g) Financial instruments

Financial instruments 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 at fair value. The Organization has not elected to carry any such financial instruments at fair value.

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. Any premium or discount related to an instrument measured at amortized cost is amortized over the expected life of the item using the straight-line method, and recognized in excess of revenue over expenses as interest income or expense.

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

h) 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.

i) Cash and cash equivalents

Cash and cash equivalents include the amounts held in bank deposits and current accounts maintained by the Organization. Any amounts included as cash and cash equivalents have a maturity of 90 days or less from inception.

j) Use of accounting estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

2. Significant accounting policies (continued)

j) Use of accounting estimates (continued)

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, the provision for uncollectable pledges, the current portion 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.

3. Gross unrestricted campaign revenue

	2018	2017
	\$	\$
Annual unrestricted campaign	38,515	40,947
Funds transferred from other United Ways	1,558	2,397
Funds transferred to other United Ways	(2,578)	(2,059)
	37,495	41,285

4. Short-term investments

At December 31, 2018, the Organization's short-term investments comprise equity securities and a fixed bond. Equity securities were donated to the Organization and remain unsold at the respective dates of the financial statements. These assets are liquidated as soon as is possible in line with the Organization's Policy on Acceptance and Disposal of Shares.

	Maturity	2018	2017
		\$	\$
Investment in 34-month fixed bond, 2.60% per annum interest rate	September 2019	5,337	-
		5,337	-
Equity securities		54	36
		5,391	36

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

5. Investments

	2018	2017
	\$	\$
Tomorrow Fund		
Investment in externally managed funds	39,295	40,460
Inrevocable Charitable Remainder Trust	225	225
Life insurance - cash surrender value	38	40
	39,558	40,725
General Fund		
Balanced fund investments	10,100	15,521
	49,658	56,246

Externally managed funds portfolio weighting

	2018	2017
	%	%
Pooled bonds and cash	42.5	37.6
Equities		
Canadian	14.3	17.8
United States	21.2	21.9
Other foreign	22.0	22.7
	100.0	100.0

The interest in an Irrevocable Charitable Remainder Trust is carried at the expected realizable value advised by the trustee and will be settled at the time of the death of the donor.

At December 31, 2018, the Organization's long-term investments of the General Fund were comprised of:

	Maturity	2018	2017
		\$	\$
Investment in 34-month fixed bond, 2.60% per annum interest rate	September 2019	-	5,440
Balanced fund investments, 4.0% per annum interest rate	Various	10,100	10,111
		10,100	15,551

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

6. Tangible capital assets

	2018		
	Cost or donated value	Accumulated amortization	Net book value
	\$	\$	\$
Computer software	8,123	7,020	1,103
Computer equipment	1,755	1,675	80
Furniture and fixtures	478	439	39
Telephone equipment	384	380	4
Building improvements	922	181	741
	11,662	9,695	1,967

	2017		
	Cost or donated value	Accumulated amortization	Net book value
	\$	\$	\$
Computer software	7,008	6,382	626
Computer equipment	1,736	1,573	163
Furniture and fixtures	478	420	58
Telephone equipment	382	377	5
Building improvements	922	132	790
	10,526	8,884	1,642

7. Trust assets and trust obligations

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

8. Deferred contributions

Deferred contributions related to tangible capital assets represent the unamortized portions of designated contributions and contributed tangible capital assets received from private donors as well as contributions received from donors that have not yet been expended.

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

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

8. Deferred contributions (continued)

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

Deferred contributions related to future years campaigns reflect the pledged and received amounts of donations accepted by the Organization that are restricted by the donor for campaigns of future years.

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.

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

Changes in deferred contributions are as follows:

General Fund

				2018	2017
	Opening balance	Deferred contributions received in year	Deferred contributions used in year	Ending balance	Ending balance
	\$	\$	\$	\$	\$
Tangible capital assets	4	-	(4)	-	4
Donor designated to United Way initiatives	4,938	4,753	(5,127)	4,564	4,938
Donor designated to registered charities	5,775	8,440	(7,533)	6,682	5,775
Donor designated to future years campaign	-	7	-	7	-
Sponsorship	253	70	(103)	220	253
	10,970	13,270	(12,767)	11,473	10,970
Less: current portion				11,473	10,498
				-	472

Tomorrow Fund

				2018	2017		
	Opening balance	Transfers from endowments	Deferred contributions received in year	Deferred contributions used in year	Ending balance	Ending balance	
	\$	\$	\$	\$	\$	\$	
Non-endowed - donor advised	3,485	-	50	40	(1,042)	2,533	3,485
Less: current portion					96	63	
					2,437	3,422	

The current portion of deferred contributions is based on management's best estimate of amounts to be recognized in the following year.

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

9. 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 (2017- 6 months) of operating budget
- 6 months (2017 -18 months) of normal amortization
- \$1000 (2017 - \$1,000) disaster response reserve
- \$700 (2017 - \$740), being the unamortized portion of the transfer for building improvements from the Tomorrow Fund

Designated for Community Use

The Organization's community investment program is planned around a combination of 1 to 5 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

							2018	2017
	Opening balance	Contributions received	Total	Net earnings	Unrealized losses	Distributions	Total	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Non-endowed - internally restricted								
Board discretion	11,997	337	12,334	518	(697)	(672)	11,483	11,997
Specific purpose	2,672	-	2,672	105	(97)	(150)	2,530	2,672
	14,669	337	15,006	623	(794)	(822)	14,013	14,669
Endowments								
Unrestricted								
endowments	14,192	1	14,193	549	(507)	(785)	13,450	14,192
Donor advised	3,664	9	3,673	154	(131)	(31)	3,665	3,664
Specific purpose	5,368	-	5,368	211	(195)	(301)	5,083	5,368
	23,224	10	23,234	914	(833)	(1,117)	22,198	23,224
	37,893	347	38,240	1,537	(1,627)	(1,939)	36,211	37,893

Distributions of \$1,939 include \$31 paid to registered charities under the advice of donors and payments to the General Fund of \$1,908 for support of operations and investments in community.

In 2018, the Board approved the transfer of \$500 from the Tomorrow Fund to support United Way's work on its Social Impact Laboratory.

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

10. Commitments

- a) 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. At December 31, 2018, these commitments are as shown below. As a result of lower than expected revenue in 2018, the Board has identified the need to reduce its commitment of funds designated for community by between 10% to 12% with effect from July 1, 2019.

	\$
2019	21,698
2020	18,478
2021	15,345

- b) The current lease was entered into on June 1, 2016 for a term of 20 years. The Organization has no material exposure to any environmental or other remediation in terms of any former leases.

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

	Digital system access	Office premises	Office equipment	Total
	\$	\$	\$	\$
2019	670	693	80	1,443
2020	839	706	13	1,558
2021	1,092	720	-	1,812
2022	-	735	-	735
2023	-	750	-	750
Thereafter	-	10,652	-	10,652
	2,601	14,256	93	16,950

11. Net changes in non-cash operating working capital

	2018	2017
	\$	\$
Campaign pledges receivable	161	603
Accounts receivable and other assets	(65)	(304)
Government remittances recoverable	(18)	41
Accounts payable and accrued liabilities	201	14
Deferred contributions	(449)	(105)
	(170)	249

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

12. Financing facility

The Organization has a bridge financing facility in the amount of \$5,000 to provide funds when needed. The facility bears interest at the bank's prime rate of interest (currently 3.95% per annum). The facility is secured by hypothecation of the bond maturing in September 2019. As at December 31, 2018, \$Nil (2017 - \$Nil) was drawn on this facility.

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 as described in Notes 2 and 9.

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 revenues decline, 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.

The Organization has a bridge financing facility to provide funds when needed (Note 12).

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 Investment Committee of the Board. The Investment 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. The fair market value of the managed portfolio at December 31, 2018 is \$39,295 (2017 - \$40,460) with 57.5% (2017 - 62.4%) invested in equity securities (Note 5).

United Way of Calgary and Area

Notes to the financial statements

December 31, 2018

(In thousands of dollars)

14. Financial risk management (continued)

The Organization also carries a Charitable Remainder Trust, valued at \$225 (2017 - \$225) (Note 5). The Organization does not include the value of this asset in any of its operational plans.

Short-term investments include equity securities donated to the Organization which remain unsold at the date of the financial statements. The market value of these securities at December 31, 2018 was \$54 (2017 - \$36). These assets will be liquidated as soon as is possible, in accordance with the Organization's Policy on Acceptance and Disposal of Shares.

Short-term investments of the General Fund include a bond which is subject to variations in its fair market value, based on the expected yields of equivalent bonds. The fair market value of the bond plus the unamortized premium at December 31, 2018 is \$5,337 (2017 - \$5,410) (Note 4 & 5).

Liquidity risk

The Organization may be subject to liquidity risk if required to realize its long-term investments in the near term. Short-term investments in GICs are held in a staggered portfolio to mitigate liquidity risk. As per Note 12, the Organization has a bridge financing facility available to support short-term liquidity.

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 5), 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 at short notice.

Interest rate risk

The Organization is exposed to interest rate risk given that its cash equivalents and its short-term and long-term investments have varying maturity dates. Accordingly, if interest rates decline, the Organization may not be able to reinvest the maturing investment at a rate similar to that of the balance maturing.

Foreign exchange risk

Because a portion of the Organization's investment portfolio is denominated in foreign currencies, the Organization is exposed to fluctuations in those currencies. At December 31, 2018, the foreign content of the managed portfolio of the Tomorrow Fund was 43.2% (2017 - 44.6%) (Note 5).

Credit risk

The Organization is exposed to credit risk to the extent that its donors may experience financial difficulty and would be unable to meet their campaign pledge obligations. However, the Organization has a large number of diverse donors, which minimizes the concentration of credit risk. Furthermore, the Organization maintains a provision for potential pledge loss which is adjusted upward should this be considered necessary. The allowance at December 31, 2018 is \$571 (2017 - \$785).

United Way of Calgary and Area

Schedule 1: Operational support expenses

year ended December 31, 2018

(In thousands of dollars)

	2018	2017
	\$	\$
Salaries and employee benefits	3,879	3,515
Occupancy costs	1,107	1,088
Professional fees	2,041	540
Promotion and publicity	786	499
Office expenses	455	449
Professional development and training	86	53
Meetings and travel	82	59
Other administrative expenses	760	283
Amortization of tangible capital assets	811	470
Total operational support expenses before allocations	10,007	6,956
Allocation to fundraising expenses (Schedule 2)	(4,915)	(3,389)
Allocation to distributions, community programs and services expenses (Schedule 3)	(5,092)	(3,567)
	-	-

United Way of Calgary and Area

Schedule 2: Fundraising expenses

year ended December 31, 2018

(In thousands of dollars)

	2018	2017
	\$	\$
Salaries and employee benefits	3,217	3,008
Professional fees	-	-
Office expenses	49	71
Professional development and training	1	2
Meetings and travel	8	9
Direct fundraising expenses	162	131
Total direct fundraising expenses (Schedule 4)	3,437	3,221
Allocation of operational support expenses (Schedules 1 and 4)	4,915	3,389
Total fundraising expenses	8,352	6,610

United Way of Calgary and Area

Schedule 3: Distributions, community programs and services expenses

year ended December 31, 2018

(In thousands of dollars)

	2018	2017
	\$	\$
Distributions		
Allocations and designations to member agencies	34,710	35,272
Allocations and designations to non-member agencies	5,176	5,245
	39,886	40,517
Community programs and services expenses		
Community investment process	1,170	1,408
Community programs and services expenses	3,397	3,788
United Way Centraide Canada dues	481	503
	5,048	5,699
Allocation of operational support expenses (Schedule 1)	5,092	3,567
	50,026	49,783
Distributions, community programs and services expenses by focus area		
Overcoming poverty	10,265	10,226
Successful kids	12,804	12,012
Strong communities	20,297	20,367
Donor choice	6,629	7,149
Tomorrow Fund	31	29
	50,026	49,783

United Way of Calgary and Area

Schedule 4: Fundraising ratio

year ended December 31, 2018

(In thousands of dollars)

	2018		2017	
	\$	%	\$	%
Fundraising ratio				
Total revenue per statement of operations	51,922		55,774	
Add: allowances for uncollected pledges	571		785	
Total revenue for fundraising	52,493		56,559	
Total direct fundraising expenses (Schedule 2)	3,437	6.5	3,221	5.7
Operational support expenses associated with fundraising (Schedule 2)	4,915	9.4	3,389	6.0
	8,352	15.9	6,610	11.7

Solicitation material provided by the Organization to prospective donors during the year reflects total fundraising costs estimated as between 12 and 14% (2017 – between 10% and 12%) of total revenue. In 2018, and continuing into 2019, the Organization incurred costs in operational support that are aimed at enhancing the Organization’s long term effectiveness and digital capabilities. These costs, amounting to \$1.1 in 2018 increased the overall fundraising ratio to 15.9%. Excluding these costs, a normalized ratio of 13.8% would apply.

In management’s opinion the information required to be disclosed under the Charitable Fund-raising Regulation (Alberta 108/2000) is adequately presented in these financial statements and the respective schedules.