

# **United Way of the Alberta Capital Region**

Financial Statements  
**March 31, 2014**



June 17, 2014

## **Independent Auditor's Report**

### **To the Members of United Way of the Alberta Capital Region**

We have audited the accompanying financial statement of United Way of the Alberta Capital Region, which comprise the statement of financial position as at March 31, 2014 and the statements of operations, changes in net assets and cash flows for the year then ended and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

#### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these 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.

#### **Auditor's responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

---

*PricewaterhouseCoopers LLP  
TD Tower, 10088 102 Avenue NW, Suite 1501, Edmonton, Alberta, Canada T5J 3N5  
T: +1 780 441 6700, F: +1 780 441 6776*



**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of United Way of the Alberta Capital Region as at March 31, 2014 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.

*PricewaterhouseCoopers LLP*

**Chartered Accountants**

# United Way of the Alberta Capital Region

## Statements of Financial Position

As at March 31, 2014 and March 31, 2013

	2014 \$	2013 \$
<b>Assets</b>		
<b>Current assets</b>		
Cash and short-term investments	11,635,859	10,385,387
Campaign pledges receivable	7,922,354	10,302,324
Other receivables	80,388	91,787
Prepaid expenses and other	136,927	88,637
	<hr/>	<hr/>
	19,775,528	20,868,135
<b>Capital assets</b> (note 3)	7,016,776	6,856,103
	<hr/>	<hr/>
	26,792,304	27,724,238
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities (note 4)	2,110,520	2,722,743
Deferred contributions (note 5)	3,232,216	4,038,499
Current portion – mortgage payable (note 6)	132,832	125,634
	<hr/>	<hr/>
	5,475,568	6,886,876
<b>Mortgage payable</b> (note 6)	1,786,880	1,919,712
<b>Deferred capital contributions</b> (note 7)	689,338	239,279
	<hr/>	<hr/>
	7,951,786	9,045,867
<b>Net Assets</b>		
<b>Unrestricted</b>	3,388,747	1,948,799
<b>Investment in capital assets</b> – internally restricted	4,407,726	4,571,478
<b>Internally restricted operating funds</b> (note 8)	11,044,045	12,158,094
	<hr/>	<hr/>
	18,840,518	18,678,371
	<hr/>	<hr/>
	26,792,304	27,724,238

Approved by the Board of Directors



Director



Director

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

# United Way of the Alberta Capital Region

## Statements of Changes in Net Assets

For the years ended March 31, 2014 and March 31, 2013

	Unrestricted \$	Internally restricted investment in capital assets \$	Internally restricted operating funds \$ (Note 8)	Total net assets \$
<b>Balance – March 31, 2012</b>	1,371,148	4,591,791	11,782,353	17,745,292
Excess (deficiency) of revenues over expenses	1,296,831	(363,752)	-	933,079
Transfer to reserves	(10,526,668)	-	10,526,668	-
Utilization of reserves	10,150,927	-	(10,150,927)	-
Purchase of capital assets	(224,614)	224,614	-	-
Mortgage repayment	(118,825)	118,825	-	-
<b>Balance – March 31, 2013</b>	1,948,799	4,571,478	12,158,094	18,678,371
Excess (deficiency) of revenues over expenses	565,336	(403,189)	-	162,147
Transfer to reserves	(9,377,103)	-	9,377,103	-
Utilization of reserves	10,491,152	-	(10,491,152)	-
Purchase of capital assets	(113,803)	113,803	-	-
Mortgage repayment	(125,634)	125,634	-	-
<b>Balance – March 31, 2014</b>	3,388,747	4,407,726	11,044,045	18,840,518

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

# United Way of the Alberta Capital Region

## Statements of Operations

For the years ended March 31, 2014 and March 31, 2013

---

	2014 \$	2013 \$
<b>Revenue</b>		
Contributions and pledges	23,074,584	22,778,520
Provision for uncollectible pledges	(479,675)	(577,988)
	<hr/> 22,594,909	<hr/> 22,200,532
Grant revenue	1,412,326	1,562,527
Earned income	95,767	95,316
Investment income	84,875	75,411
Other revenue	25,488	53,485
	<hr/> 24,213,365	<hr/> 23,987,271
<b>Fundraising expenses</b> (schedule 1)	4,567,414	4,056,968
	<hr/> 19,645,951	<hr/> 19,930,303
<b>Program expenses</b>		
Community allocations (schedule 2)	11,616,708	11,748,098
United Way programs and initiatives (schedule 3)	3,794,397	3,549,042
Member and non-member designations	3,669,510	3,336,332
	<hr/> 19,080,615	<hr/> 18,633,472
<b>Excess of revenue over expenses before amortization expense</b>	565,336	1,296,831
Amortization expense	(403,189)	(363,752)
	<hr/> 162,147	<hr/> 933,079

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

# United Way of the Alberta Capital Region

## Statements of Cash Flows

For the years ended March 31, 2014 and March 31, 2013

---

	2014 \$	2013 \$
<b>Cash provided for (used in)</b>		
<b>Operating activities</b>		
Excess of revenue over expenses for the year	162,147	933,079
Item not affecting cash		
Amortization expense	403,189	363,752
	<u>565,336</u>	<u>1,296,831</u>
Net change in non-cash working capital items (note 9)	924,573	(35,179)
	<u>1,489,909</u>	<u>1,261,652</u>
<b>Investing activities</b>		
Purchase of capital assets	(113,803)	(224,614)
<b>Financing activities</b>		
Mortgage repayment	(125,634)	(118,825)
<b>Increase in cash and short-term investments</b>	1,250,472	918,213
<b>Cash and short-term investments – Beginning of year</b>	<u>10,385,387</u>	<u>9,467,174</u>
<b>Cash and short-term investments – End of year</b>	<u>11,635,859</u>	<u>10,385,387</u>
<b>Cash and short-term investments comprises</b>		
Cash	9,635,859	8,385,387
Short-term investments	<u>2,000,000</u>	<u>2,000,000</u>
	<u>11,635,859</u>	<u>10,385,387</u>

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

# United Way of the Alberta Capital Region

## Notes to Financial Statements

March 31, 2014

---

### 1 Organization

The mission of United Way of the Alberta Capital Region (United Way) is to mobilize collective action to create pathways out of poverty.

United Way is a registered charitable organization and a public charitable foundation incorporated under the Charities Act in the Province of Alberta and as such is exempt from tax under the Income Tax Act.

### 2 Significant accounting policies

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations. The preparation of financial statements for the reporting period necessarily includes the use of estimates and approximations which have been made using careful judgment. Actual results could differ from those estimates. These financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized below.

#### a) Revenue recognition

These financial statements have been prepared using the deferral method, the key elements of which are:

##### i) Contributions and pledges

Contributions and pledges relate to campaigns and events conducted by corporations, employee groups, employee funds, individuals and foundations during the year to raise support for projects, services provided by funded member agencies, funded non-member agencies, partnerships addressing new and emerging needs and other registered Canadian charities.

These contributions and pledges are recognized as revenue in the period in which they are gifted or pledged with the exception of donor restricted funds. All contributions and pledges that are restricted by donors are initially recorded as deferred contributions and then recognized as revenue in the year in which the related expenses are incurred.

##### ii) Grant revenue

Unrestricted grants are recognized as revenue when received or receivable if the amount to be received can be estimated and collection is reasonably assured. Externally restricted grants are recorded as deferred contributions and recognized as revenue in the year the related expenses are incurred.



# United Way of the Alberta Capital Region

## Notes to Financial Statements

March 31, 2014

---

iii) Earned income

Earned income includes membership fees and provision of services generated through United Way's In-Kind Exchange program. This revenue is unrestricted and recognized in the year it is earned.

iv) Investment income

Investment income is unrestricted and recognized as revenue in the year it is earned.

v) Bequests

Unrestricted bequests are recognized as revenue in the period in which it is gifted. Restricted bequests are initially deferred and recognized as revenue in the year which the related expenses are incurred.

b) Capital contributions

i) Restricted contributions for the purchase of capital assets subject to amortization will be deferred and recognized as revenue on the same basis as the amortization expense related to the acquired asset.

ii) Restricted contributions for the purchase of capital assets not subject to amortization will be recognized as a direct increase in net assets invested in capital assets.

c) Donated goods and services

Substantial goods and services are donated in-kind by the community to United Way. No amounts have been reflected in the financial statements for donated goods and services with the exception of capital contributions.

d) Expense recognition

i) Fundraising expenses

Fundraising expenses include all expenses directly associated with fundraising and co-fundraising and an allocation of general management and administration expenses.

ii) Program expenses

Program expenses include all allocations to agencies and allocations to programs directly delivered by United Way and an allocation of general and administration expenses.

# United Way of the Alberta Capital Region

## Notes to Financial Statements

March 31, 2014

---

iii) Allocated expenses

Expenses identifiable to fundraising or specific programs are charged directly. Remaining indirect expenses are allocated between fundraising and programs using a reasonable estimate of time spent by United Way representatives in support of that function (note 9).

e) Cash and short-term investments

Cash and short-term investments consist of cash on deposit and short-term investments with maturity periods of less than three months.

f) Campaign 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. An allowance for doubtful pledges is provided for based on the management's best estimate of doubtful amounts.

Included in campaign pledges receivable is an amount related to United Way's service as a host for certain centrally coordinated campaign initiatives, whereby pledges and associated pledged funds are accumulated on behalf of other organizations. Payments to be made to other organizations in this capacity are included in accounts payable and accrued liabilities.

Due to the non-binding nature of pledges receivable, it is reasonably possible that changes in future conditions in the near term could require a material change in the recognized amount.

g) Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Amortization commences when a capital asset is put into use. Amortization of capital assets is provided on a straight-line basis over the following terms:

Building	25 years
Furniture and fixtures	10 years
Equipment	5 years
Computer equipment and software	3 years
Vehicle	3 years

h) Internally restricted operating funds

United Way maintains four reserves that may be used to fund operating or capital costs as follows:

i) Community investment reserve

The purpose of this reserve is to fund allocations and community building and investment costs in the upcoming year.

# United Way of the Alberta Capital Region

## Notes to Financial Statements

March 31, 2014

---

ii) Operating reserve

The purpose of this reserve is to fund United Way operations in the event of a revenue shortfall, or to fund communities and agencies with grants or loans for critical, unanticipated, non-recurring services and capital contingencies that results from conditions beyond the agency's control.

iii) Innovation reserve

The purpose of this reserve is to provide for the funding of innovative organizational and community opportunities.

iv) Building reserve

The purpose of this reserve is to provide funding for non-routine or unforeseen costs related to the United Way building. The reserve may be used to fund equipment purchases, repairs, renovations, upgrades or other initiatives.

i) Financial instruments

United Way's financial assets include cash and short-term investments, campaign pledges receivable and other receivables. Cash and short-term investments are recorded at fair value with changes in fair value recognized in the statement of operations for the period in which they arise. Campaign pledges receivable and other receivables are initially recorded at fair value and subsequently measured at amortized cost using the effective interest rate method.

United Way's financial liabilities include accounts payable and accrued liabilities and mortgage payable. These are initially recorded at fair value, net of transaction costs, and subsequently measured at amortized cost using the effective interest rate method.

### 3 Capital assets

	<b>2014</b>		
	<b>Cost</b>	<b>Accumulated amortization</b>	<b>Net</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Land	872,615	-	872,615
Building	6,345,904	1,249,756	5,096,148
Furniture and fixtures	759,455	480,942	278,513
Equipment	316,563	63,211	253,352
Computer hardware and software	1,481,120	984,298	496,822
Vehicle	28,988	9,662	19,326
	<b>9,804,645</b>	<b>2,787,869</b>	<b>7,016,776</b>

# United Way of the Alberta Capital Region

## Notes to Financial Statements

March 31, 2014

	<b>2013</b>		
	<b>Cost</b>	<b>Accumulated</b>	<b>Net</b>
	<b>\$</b>	<b>amortization</b>	<b>\$</b>
		<b>\$</b>	
Land	872,615	-	872,615
Building	6,345,904	995,923	5,349,981
Equipment, furniture and fixtures	784,938	426,923	358,015
Computer hardware and software	1,216,252	940,760	275,492
	<u>9,219,709</u>	<u>2,363,606</u>	<u>6,856,103</u>

#### 4 Accounts payable and accrued liabilities

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Centrally Coordinated Campaigns payable	1,350,685	1,943,924
Vacation payable	243,878	270,612
Trade accounts payables	240,213	271,782
Accrued liabilities	176,222	136,612
Other	99,522	99,813
Government remittances payable	-	-
	<u>2,110,520</u>	<u>2,722,743</u>

#### 5 Deferred contributions

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Deferred contributions – Beginning of year	4,038,499	4,376,697
Contributions received	5,179,407	5,563,482
Contributions recognized as revenue	<u>(5,985,690)</u>	<u>(5,901,680)</u>
Deferred contributions – End of year	<u>3,232,216</u>	<u>4,038,499</u>

# United Way of the Alberta Capital Region

## Notes to Financial Statements

March 31, 2014

---

### 6 Mortgage payable

	2014 \$	2013 \$
Mortgage payable	1,919,712	2,045,346
Less: Current portion	(132,832)	(125,634)
	<u>1,786,880</u>	<u>1,919,712</u>

The loan bears interest at a rate of 5.654%, is payable in monthly instalments of interest and principal of \$19,723, and matures on January 1, 2020. For the year ended March 31, 2014, total interest expense was \$110,457 (2013 – \$117,297), of which \$7,229 (2013 – \$6,814) related to the current portion of mortgage payable.

Collateral for the loan is as follows:

- i) a first mortgage on the freehold property known municipally as 15132 Stony Plain Rd NW and 10120 – 152 Street NW, in the City of Edmonton;
- ii) a first general assignment of rents and leases from the property; and
- iii) a site specific general security agreement.

Principal repayments on the mortgage for the next five years and thereafter are as follows:

	\$
2015	132,832
2016	140,443
2017	148,491
2018	156,999
2019	<u>165,995</u>
	744,760
Thereafter	<u>1,174,952</u>
	<u>1,919,712</u>

### 7 Deferred capital contributions

During the 2014 year, United Way received contributed software assets with a fair value of \$442,150, which is included in capital assets (note 3).

# United Way of the Alberta Capital Region

## Notes to Financial Statements

March 31, 2014

### 8 Internally restricted operating funds

	Community Investment Reserve \$	Operating Reserve \$	Innovation Reserve \$	Building Reserve \$	Total \$
Balance – March 31, 2012	9,348,963	1,219,834	513,556	700,000	11,782,353
Transfer to reserves	10,351,558	-	175,110	-	10,526,668
Utilization of reserves	<u>(10,000,927)</u>	-	<u>(150,000)</u>	-	<u>(10,150,927)</u>
Balance – March 31, 2013	9,699,594	1,219,834	538,666	700,000	12,158,094
Transfer to reserves	9,364,603	-	12,500	-	9,377,103
Utilization of reserves	<u>(10,491,152)</u>	-	-	-	<u>(10,491,152)</u>
Balance – March 31, 2014	<u>8,573,045</u>	<u>1,219,834</u>	<u>551,166</u>	<u>700,000</u>	<u>11,044,045</u>

### 9 Net change in non-cash working capital items

	2014 \$	2013 \$
Decrease (increase) in campaign pledges receivable	2,379,970	(1,091,601)
Decrease in other receivables	11,399	24,346
(Increase) decrease in prepaid expenses and other	(48,290)	32,748
(Decrease) increase in accounts payable and accrued liabilities	(612,223)	1,396,792
Decrease in unexpended distributions	-	(59,266)
Decrease in deferred contributions	<u>(806,283)</u>	<u>(338,198)</u>
	<u>924,573</u>	<u>(35,179)</u>

### 10 General management and administration expenses

Total indirect expenses allocated between fundraising and program expenses are as follows:

	2014 \$	2013 \$
Salaries and benefits	2,058,448	1,921,405
External services	359,796	366,713
Occupancy	345,669	320,360
Supplies and equipment	213,210	208,832
Advertising and promotion	163,363	148,036
Learning, development and knowledge transfer	<u>134,967</u>	<u>210,645</u>
	<u>3,275,453</u>	<u>3,175,991</u>

# United Way of the Alberta Capital Region

## Notes to Financial Statements

March 31, 2014

---

	2014 \$	2013 \$
Allocated to:		
Fundraising expenses (schedule 1)	1,862,389	1,821,173
Program expenses	1,413,064	1,354,818
	<hr/> 3,275,453	<hr/> 3,175,991

### 11 Pension plan

United Way maintains a defined contribution pension plan for certain employees, which is funded by employer and employee contributions. Contributions are expensed in the period in which they are remitted to the investment firm. The pension expense for the year ended March 31, 2014 was \$173,000 (2013 – \$162,134).

### 12 Financial risk management

#### Credit risk

United Way is subject to credit risk with respect to campaign pledges receivable. However, United Way is not exposed to any significant concentration of credit risk due to its large donor base. Management monitors these accounts regularly and is reasonably assured that United Way is not exposed to significant credit risk in excess of the provision for doubtful pledges as at the balance sheet date.

#### Interest rate risk

United Way is potentially subject to concentrations of interest rate risk principally with its short-term investments.

#### Liquidity risk

United Way's objective in managing capital is to ensure a sufficient liquidity position to finance its expenses, working capital and overall capital expenditures. Since inception, United Way has primarily financed its liquidity through campaign revenues, grants and income from its investments and expects to continue to meet future requirements through these sources.

# United Way of the Alberta Capital Region

Schedule 1

## Schedules of Fundraising Expenses

For the years ended March 31, 2014 and March 31, 2013

---

	2014 \$	2013 \$
<b>Direct expenses</b>		
Salaries and benefits	2,333,571	1,974,642
Advertising and promotion	499,451	468,592
External services	151,897	82,575
Learning, development and knowledge transfer	63,297	49,045
Supplies and equipment	14,344	7,420
	<hr/> 3,062,560	<hr/> 2,582,274
Cost recovery	<hr/> (357,535)	<hr/> (346,479)
	2,705,025	2,235,795
General management and administration (note 10)	<hr/> 1,862,389	<hr/> 1,821,173
<b>Total fundraising expenses</b>	<hr/> <b>4,567,414</b>	<hr/> <b>4,056,968</b>



# United Way of the Alberta Capital Region

Schedule 2

## Schedules of Community Allocations

For the years ended March 31, 2014 and March 31, 2013

	2014 \$	2013 \$
<b>Member agencies</b>		
Arthritis Society – AB and NWT Division	76,440	76,440
Ben Calf Robe Society	36,400	36,400
Boys & Girls Clubs Big Brothers Big Sisters of Edmonton and Area Society	582,860	582,860
Bissell Centre	356,800	356,800
Boys and Girls Club of Leduc	51,200	51,150
Canadian Mental Health Association	367,838	367,838
Canadian National Institute For the Blind	306,506	306,499
Canadian Paraplegic Association – Alberta	238,600	238,600
Canadian Red Cross Central and Northern Alberta	404,680	404,297
Centre for Family Literacy	104,700	99,200
Changing Together – A Centre for Immigrant Women	-	25,625
Connect Society	201,503	201,503
E4C	237,800	237,770
Edmonton Epilepsy Association	100,680	100,680
Edmonton Gleaners Association	146,578	146,578
Edmonton John Howard Society	310,333	310,321
Edmonton Mennonite Centre for Newcomers	108,000	107,993
Edmonton Social Planning Council	207,600	207,600
Elizabeth Fry Society of Edmonton	120,043	120,038
Fort Saskatchewan Boys and Girls Club	70,792	70,723
Gateway Association for Community Living	95,080	95,072
Goodwill Industries of Alberta	162,491	162,491
Information & Volunteer Centre for Strathcona County	54,201	54,148
Jewish Family Services	198,016	198,003
KARA Family Resource Centre	111,444	111,444
Leduc and District Food Bank	40,000	39,961
Norwood Child and Family Resource Centre	110,949	110,949
Operation Friendship Seniors Society	263,637	263,620
Options Sexual Health Association	92,820	92,488
Project Adult Literacy Society	87,410	87,410
Seniors Association of Greater Edmonton	95,000	95,000
Sexual Assault Centre of Edmonton	270,360	270,360
St. Albert Community Information & Volunteer Centre	48,622	48,574
St. Albert Family Resource Centre	75,188	75,114
Strathcona Shelter Society – “A Safe Place”	78,640	78,560
Terra Centre for Teen Parents	257,736	257,731
The Family Centre of Northern Alberta	855,698	855,558
The Support Network	273,573	300,319
Victorian Order of Nurses Edmonton	158,737	158,737
YMCA of Edmonton	366,203	366,158
YWCA of Edmonton	210,712	210,699
Youth Empowerment and Support Services	228,368	228,368
<b>Subtotal – Member agencies</b>	<b>8,164,238</b>	<b>8,209,679</b>

# United Way of the Alberta Capital Region

Schedule 2

## Schedules of Community Allocations ...continued

For the years ended March 31, 2014 and March 31, 2013

	2014 \$	2013 \$
<b>Community partnerships and initiatives</b>		
Aboriginal Consulting Services of Alberta	50,000	50,000
Aboriginal Women's Professional Association	50,400	50,400
Boyle Street Community Services	79,940	80,000
Boys and Girls Clubs Big Brothers Big Sisters Kinsmen & West Club	59,563	-
Centre to End All Sexual Exploitation	50,000	50,000
Community innovation and opportunity	-	29,000
Community mapping	75,000	75,000
Community Pathways out of Poverty	251,480	-
Community University Partnership for the Study of Children, Youth & Families	35,000	35,000
Donate A Ride	193,749	202,397
Edmonton Chamber of Voluntary Organizations	31,200	31,200
Edmonton Safe ID Storage Service	126,000	126,000
Edmonton School Lunch	92,898	135,393
Edmonton Seniors Coordinating Council	21,000	21,000
Empower U	238,435	165,328
Families First Edmonton	-	-
Fort Saskatchewan – geographic service area	55,000	50,000
Inner City Agencies Foundation	66,387	90,480
Native Counseling Services of Alberta	32,000	32,000
Neighbourhood Empowerment Team	271,000	241,003
Partners for Kids	1,351,598	1,343,598
Sexual Minority – Community Outreach	25,000	25,000
St. Albert – geographic service area	55,000	50,000
St. Albert Food Bank	-	12,000
Shared Services Project	17,210	384,865
Strathcona County – geographic service area	55,000	50,000
The Today Family Violence Help Centre	75,000	75,000
Walk In Counselling	8,360	-
Welcome Home	86,250	133,755
Subtotal – Community partnerships and initiatives	3,452,470	3,538,419
<b>Total – Community allocations</b>	<b>11,616,708</b>	<b>11,748,098</b>

# United Way of the Alberta Capital Region

Schedule 3

## Schedules of United Way Programs and Initiatives

For the years ended March 31, 2014 and March 31, 2013

---

	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Community Building and Engagement	677,771	678,440
Community Investment Accountability	429,195	442,466
Discovery	758,709	686,495
Early Years Continuum Project	464,636	302,555
Galvanizing the Community	3,144	7,106
In-Kind Exchange	583,485	587,342
Labour Partnership	162,164	164,748
Public Education and Advocacy	189,774	189,963
Success by Six ®	318,540	319,108
United Way of Canada	206,979	170,819
	<hr/>	<hr/>
	3,794,397	3,549,042
	<hr/>	<hr/>

