



Calgary Young Women's Christian Association

Financial Statements
March 31, 2021



Independent auditor's report

To the Members of Calgary Young Women's Christian Association

Our opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Calgary Young Women's Christian Association (the Association) as at March 31, 2021 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 Association's financial statements comprise:

- the statement of financial position as at March 31, 2021;
- the statement of revenues and expenses and 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.

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 Association 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.

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In preparing the financial statements, management is responsible for assessing the Association'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 Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association'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 Association'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 Association'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 Association 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
June 16, 2021

Calgary Young Women's Christian Association

Statement of Financial Position

As at March 31, 2021

						2021	2020
	Operating Fund \$	Sustainability Fund \$	Total \$	Capital Fund \$	Endowment Fund \$	Total \$	Total \$
Assets							
Current assets							
Cash and cash equivalents	1,375,654	29,629,976	31,005,630	(3,106,925)	150,040	28,048,745	19,139,653
Accounts receivable	298,550	1,347,267	1,645,817	7,372	-	1,653,189	278,708
Advances and deposits	-	-	-	54,461	-	54,461	54,461
Prepays and other	154,080	-	154,080	-	-	154,080	125,833
	1,828,284	30,977,243	32,805,527	(3,045,092)	150,040	29,910,475	19,598,655
Capital assets (note 5)	-	-	-	58,460,432	-	58,460,432	59,688,495
	1,828,284	30,977,243	32,805,527	55,415,340	150,040	88,370,907	79,287,150
Liabilities							
Current liabilities							
Accounts payable and accrued liabilities	514,559	-	514,559	338,504	-	853,063	430,587
Accrued payroll liability (note 6)	1,123,854	-	1,123,854	-	-	1,123,854	883,002
Deferred operating contributions (note 7)	189,871	-	189,871	-	-	189,871	393,321
Current portion of forgivable mortgage (note 8)	-	-	-	237,149	-	237,149	-
Deposits (note 9)	-	-	-	8,600,000	-	8,600,000	8,600,000
	1,828,284	-	1,828,284	9,175,653	-	11,003,937	10,306,910
Forgivable mortgage (note 8)	-	-	-	4,505,832	-	4,505,832	-
	1,828,284	-	1,828,284	13,681,485	-	15,509,769	10,306,910
Fund Balances							
Externally restricted (note 10)	-	-	-	208,407	-	208,407	1,024,859
Internally restricted	-	30,977,243	30,977,243	41,525,448	2,575	72,505,266	67,809,596
Endowments (note 11)	-	-	-	-	147,465	147,465	145,785
	-	30,977,243	30,977,243	41,733,855	150,040	72,861,138	68,980,240
	1,828,284	30,977,243	32,805,527	55,415,340	150,040	88,370,907	79,287,150

Approved by the Board of Directors

_____ Director _____ Director

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

Calgary Young Women's Christian Association
Statement of Revenues and Expenses and Changes in Fund Balances
For the year ended March 31, 2021

						2021	2020
	Operating Fund \$	Sustainability Fund \$	Total \$	Capital Fund \$	Endowment Fund \$	Total \$	Total \$
Revenues							
Government contracts							
Alberta	6,014,815	-	6,014,815	-	-	6,014,815	6,122,906
Canada (note 14)	1,063,185	3,196,904	4,260,089	-	-	4,260,089	1,340,687
City of Calgary (FCSS)	1,288,930	-	1,288,930	-	-	1,288,930	1,288,933
Community support							
United Way of Calgary	986,346	-	986,346	-	-	986,346	920,074
Calgary Homeless Foundation	1,478,080	-	1,478,080	-	-	1,478,080	2,259,930
Other contributions	1,696,918	1,369,284	3,066,202	2,928,441	764	5,995,407	11,653,476
Programs and courses	930,113	-	930,113	-	-	930,113	957,318
Accommodation	283,839	-	283,839	-	-	283,839	263,459
Other income	21,668	723	22,391	2,839	-	25,230	46,484
Investment income	18,510	166,583	185,093	-	916	186,009	439,168
	13,782,404	4,733,494	18,515,898	2,931,280	1,680	21,448,858	25,292,435
Expenses							
Salaries, wages and benefits	11,638,619	-	11,638,619	-	-	11,638,619	13,253,908
Professional fees and contracted services	1,040,284	-	1,040,284	2,682	-	1,042,966	1,050,787
Utilities	401,157	-	401,157	-	-	401,157	414,167
Amortization	-	-	-	2,219,932	-	2,219,932	1,397,245
Materials, supplies and equipment	625,979	-	625,979	-	-	625,979	679,675
Facilities	871,277	-	871,277	-	-	871,277	609,484
Marketing and public relations	257,334	-	257,334	-	-	257,334	365,115
Staff and volunteer expenditures	370,634	-	370,634	-	-	370,634	598,347
Insurance	103,254	-	103,254	-	-	103,254	93,644
Finance charges	36,790	-	36,790	18	-	36,808	39,673
	15,345,328	-	15,345,328	2,222,632	-	17,567,960	18,502,045
(Deficiency) excess of revenues over expenses before the undernoted	(1,562,924)	4,733,494	3,170,570	708,648	1,680	3,880,898	6,790,390
Gain on sale (note 4)	-	-	-	-	-	-	78,470
(Deficiency) excess of revenues over expenses	(1,562,924)	4,733,494	3,170,570	708,648	1,680	3,880,898	6,868,860
Balance – Beginning of year	-	27,806,673	27,806,673	41,025,207	148,360	68,980,240	62,111,380
Interfund transfers	1,562,924	(1,562,924)	-	-	-	-	-
Balance – End of year	-	30,977,243	30,977,243	41,733,855	150,040	72,861,138	68,980,240

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

Calgary Young Women's Christian Association

Statement of Cash Flows

For the year ended March 31, 2021

	2021 \$	2020 \$
Cash provided by (used in)		
Operating activities		
Excess (deficiency) of revenues over expenses	3,170,570	(1,135,974)
Item not affecting cash		
Change in recognition of straight-line lease	-	(90,477)
	<u>3,170,570</u>	<u>(1,226,451)</u>
Charges in non-cash working capital		
Accounts receivable	(1,373,644)	314,725
Prepays and other	(28,247)	(1,266)
Accounts payable and accrued liabilities	221,334	(131,386)
Accrued payroll liability	240,852	48,322
Deferred operating contributions	(203,450)	(267,141)
	<u>(1,143,155)</u>	<u>(36,746)</u>
	<u>2,027,415</u>	<u>(1,263,197)</u>
Investing activities		
Additions to capital assets	(1,040,076)	(9,711,689)
Forgivable mortgage	4,742,981	-
Disposition of capital assets	48,207	134,420
Net change in non-cash working capital	201,142	(3,802,431)
	<u>3,952,254</u>	<u>(13,379,700)</u>
Financing activities		
Net change in non-cash working capital	(837)	1,629,370
Net contributions restricted for acquisition of capital assets	2,930,260	9,323,609
	<u>2,929,423</u>	<u>10,952,979</u>
Increase (decrease) in cash and cash equivalents	<u>8,909,092</u>	<u>(3,689,918)</u>
Cash and cash equivalents – Beginning of year	<u>19,139,653</u>	<u>22,829,571</u>
Cash and cash equivalents – End of year	<u>28,048,745</u>	<u>19,139,653</u>
Cash and cash equivalents are comprised of		
Cash on hand and balances with banks	10,874,292	3,620,097
Short-term investments with maturity dates less than 90 days	17,174,453	15,519,556
	<u>28,048,745</u>	<u>19,139,653</u>

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

Calgary Young Women's Christian Association

Notes to Financial Statements

March 31, 2021

1 Nature of organization

Calgary Young Women's Christian Association (the Association) was established in 1910 by a special act of the Alberta Legislature. It is a charitable organization providing services in housing, crisis support, counselling, education, employment skills development and child care for women and their families.

The Association is a registered charity and therefore is exempt from income taxes.

2 COVID-19 pandemic

In March 2020, the World Health Organization declared the COVID-19 outbreak a worldwide pandemic. This has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures, which include restrictions on events and gatherings, the implementation of travel bans, quarantine periods and physical distancing, have caused material disruption to businesses globally, resulting in an economic slowdown. Governments and central banks have introduced significant monetary and fiscal relief programs designed to stabilize economic conditions; however, the situation is dynamic, and the success of these interventions is not currently determinable.

Management has assessed the financial impact of COVID-19 as at March 31, 2021, including the collectibility of receivables, valuation of assets, assessment of provisions and impact on its borrowing and funding agreements. The current economic challenges have been mitigated with strong expense management as well as strong government and community support, which provided increased programmatic funding and increased donor support to cover unfunded COVID-19 related expenses. Additionally, due to the decrease in revenue as a result of COVID-19, the Association received the Canada Emergency Wage Subsidy to cover a portion of its employee wages from June 7, 2020 to March 13, 2021 in the amount of \$3,196,904 (2020 – \$nil), of which \$1,347,267 was receivable as at March 31, 2021 (2020 – \$nil).

COVID-19 may have the following impacts on future operations of the Association such as reduced revenues, increased expenses and reductions in cashflow. The situation is dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on the Association are not known at this time. The Association will continue to monitor the impacts of the pandemic on the community that it serves and its employees and continue to adjust to this unpredictable situation.

3 Summary of significant accounting policies

Basis of accounting

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Fund accounting

The Operating Fund reports the assets, liabilities, revenues and expenses for the Association's program delivery and administrative expenses. Specifically, this fund reports contract revenue, restricted community support contributions, event fundraising and revenue from programs and services.

Calgary Young Women's Christian Association

Notes to Financial Statements

March 31, 2021

The Sustainability Fund was originally established to account for annually generated unrestricted earnings and unrestricted donations. In 2016, \$27.1 million of internally restricted funds, from the sale of the Association's downtown facility, were added to the Sustainability Fund. In consultation with management, the Board of Directors documented its intentions on the use of the restricted portion of the Fund. These intentions include contributions to annual operations covering underfunded programs and services, contributions to Capital Replacement & Repairs, policy expenditures for facilities owned by the Association and contributions to future capital expansion projects. Use of the unrestricted portion of the sustainability fund is at management's discretion.

The Capital Fund reports the assets, liabilities, revenues, expenses and gains and losses related to the Association's capital assets.

The Endowment Fund reports resources contributed for endowment, the principal of which must be permanently maintained, as well as externally restricted amounts for long-term use for the Association's operations.

Fund transfers may include unrestricted amounts as well as internally restricted amounts, where the proper authority exists to approve the transfer. Externally restricted funds may only be transferred where the external restriction allows for fund transfers and the proper authority exists to approve the transfer.

Revenue recognition

The Association follows the restricted fund method of accounting for contributions.

Restricted contributions received related to operations for expenses to be incurred in the future are initially recorded as deferred contributions and recognized in revenue of the Operating Fund as the related expenses are incurred. Unrestricted contributions are recognized in the Sustainability Fund as revenue when received or receivable if the amount can be reasonably estimated and collection is reasonably assured. Restricted contributions related to capital activities and endowments are recognized as revenue of the appropriate fund when received, or receivable if the amount can be reasonably estimated and collection is reasonably assured.

Revenues from programs and courses and accommodation are recognized as revenue in the Operating Fund when services are provided, the amount to be received can be reasonably estimated and collection is reasonably assured.

Other income includes parking revenue, rentals and sales and donated goods and services and is recognized as revenue when services are provided, the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted investment income is reported in the appropriate restricted fund. Unrestricted investment income is reported in the Operating and Sustainability Funds.

Calgary Young Women's Christian Association

Notes to Financial Statements

March 31, 2021

The Association receives government subsidies that provide immediate financial assistance as compensation for costs or expenditures to be incurred. The Association recognizes government subsidies as revenue in the Sustainability Fund when received or receivable and when there is reasonable assurance that conditions attached to the subsidies are met.

Donated goods and services

Services donated to the Association through volunteer work are not reflected in these financial statements. Donated goods and services are recorded as revenues and expenses when the fair value is reasonably determinable and when they would normally be purchased and paid for by the Association, if not donated. During fiscal 2021, there were no contributed services and materials recorded in the financial statements. In 2020, the Association included other income and facilities expense of \$155,907.

Cash and cash equivalents

Cash and cash equivalents are comprised of cash on hand, balances with banks and short-term investments with maturity dates 90 days and less from purchase date. Included in cash and cash equivalents are interfund due to/from balances.

Capital assets

Capital assets are recorded in the Capital Fund at cost less accumulated amortization and any provision for impairment. The cost for contributed capital assets is considered to be fair value at the date of contribution. The cost of tangible capital assets made up of significant separable component parts is now allocated to separate components when practicable and when estimates can be made of the estimated useful lives of the separate components.

Capital assets are tested for impairment when conditions indicate that a capital asset no longer contributes to the Association's ability to provide goods and services, or that the value of future economic benefits or service potential associated with the capital asset is less than its net carrying amount. When conditions indicate that a capital asset is impaired, the net carrying amount of the capital asset is written down to the asset's fair value or replacement cost. The writedowns of capital assets are recognized as expenses in the statement of revenues and expenses and changes in fund balances. Writedowns are not subsequently reversed. Donated capital assets are recorded at estimated fair value at the date of contribution. Amortization, which is reported in the Capital Fund, is computed on the declining balance basis (%) or straight-line basis (years) at the following:

Building – HUB facility	10 – 40 years
Vehicle	30%
Leasehold improvements	4%
Furniture and equipment	10%

Assets held under capital lease are amortized over the term of the lease on a declining balance basis. Work-in-progress amounts are not amortized until the related assets are put into use.

Calgary Young Women's Christian Association

Notes to Financial Statements

March 31, 2021

Financial instruments

The Association initially measures financial assets and financial liabilities at their fair value. It subsequently measures its financial assets and financial liabilities at amortized cost, other than cash equivalents, which are reported at fair value. The financial assets subsequently measured at amortized cost include cash, accounts receivable and advances and deposits. The financial liabilities measured at amortized cost include accounts payable and accrued liabilities, accrued payroll liability, other liabilities and deposits.

Credit risk

The Association does not have a concentration of credit exposure with any one donor or member. The Association does not consider that it is exposed to undue credit risk. The Association continues to meet its contractual obligations within normal payment terms and the Association's exposure to credit risk remains largely unchanged.

Liquidity risk

The Association is not exposed to significant liquidity risk as the majority of its investments are not held for long-term periods of time. The Association manages liquidity risk by monitoring and reviewing actual and forecasted cash flows that incorporate the effects of COVID-19 to ensure there are available cash resources to meet its obligations to vendors and employees (salaries).

Market risk

- Interest rate risk

The Association is not subject to any significant interest rate risk.

- Other price risk

The investments of the Association are subject to price risk because changing interest rates impact the market value of its fixed rate investments.

There were no significant changes to the Association's risk exposures from the previous fiscal year.

Use of 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 as at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

Impairment is considered a significant area of measurement uncertainty. In estimating the impairment, management must determine which of its assets no longer contributes to the Association's ability to provide goods and services, or that the value of future economic benefits or service potential associated with the capital

Calgary Young Women's Christian Association

Notes to Financial Statements

March 31, 2021

asset is less than its net carrying amount and must be written down to the asset's fair value or replacement cost. The writedowns of capital assets are recognized as expenses in the statement of revenues and expenses and changes in fund balances.

4 Gain on sale

On November 26, 2015, the Association completed the sale of the land and building located at 320 5th Avenue SE, Calgary, Alberta. The Association signed a four-year lease agreement for use of the property. As a result of the sale of the land and building, a portion of the gain was deferred to other liabilities resulting from the leaseback of a portion of the building. The deferred gain was recognized over the life of the lease and was fully recognized in 2020.

A condition of the sale was that the Association would be liable for the costs, to a maximum of \$575,000, of terminating a specific tenant's lease. A portion of the proceeds were held in escrow with the purchaser's lawyer for this purpose. During the year ended 2019, the lease was terminated and the amounts remaining after paying the costs of terminating the lease were refunded to the Association in the year ended 2020 and moved from the Capital Fund to the Sustainability Fund.

5 Capital assets

			2021	2020
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Vehicle	101,841	39,534	62,307	25,618
Leasehold improvements	4,437,984	2,176,820	2,261,164	2,355,379
Furniture and equipment	7,670,943	3,611,067	4,059,876	4,447,876
Building (HUB)	49,051,516	2,570,614	46,480,902	48,079,891
Work-in-progress	930,603	-	930,603	114,151
Land	4,665,580	-	4,665,580	4,665,580
	66,858,467	8,398,035	58,460,432	59,688,495

Work-in-progress as at March 31, 2021 and 2020 reflects costs incurred for the initial ongoing pre-construction costs of the redevelopment of the Sheriff King Home site. During the year ended March 31, 2020, \$48,634,499 was transferred from the work-in-progress account into the building (HUB) and \$3,695,984 was transferred into furniture and equipment, as the building commenced operations in August 2019. During 2021, no capital assets were contributed to the Association (2020 – \$nil).

The Sheriff King Home building is located on land leased from the City of Calgary.

Calgary Young Women's Christian Association

Notes to Financial Statements

March 31, 2021

6 Government remittances

Government remittances consist of amounts required to be paid to government authorities and are recognized when the amounts are due. In respect of government remittances, payroll withholding tax of \$151,062 (2020 – \$166,303) is included in accrued payroll liability.

7 Deferred operating contributions

Deferred operating contributions represent externally restricted amounts received that have not been spent. These amounts are restricted for various programs of the Association.

	2021 \$	2020 \$
Balance – Beginning of year	393,321	660,462
Contributions received	11,804,158	10,894,980
Recognized as government contracts and community support	(12,007,608)	(11,162,121)
Balance – End of year	<u>189,871</u>	<u>393,321</u>
Deferred contributions – contracts	2,535	214,188
Deferred contributions – donations	187,336	179,133
	<u>189,871</u>	<u>393,321</u>

8 Forgivable mortgage

The Association received funding under the National Housing Co-investment Fund, administered by Canada Mortgage and Housing Corporation, as part of Canada's National Housing Strategy, to assist with funding of 100 affordable housing units and facilities ancillary thereto, as part of the new Hub Facility. This funding was provided in the form of a forgivable mortgage with a 20-year term that began once the full amount had been advanced. Principal and interest payments are forgivable provided the Association complies with the terms of the agreement, including certain affordability, energy efficiency and accessibility requirements. As at March 31, 2021, the Association was in compliance with all terms required under this forgivable mortgage. The mortgage is forgivable on an annual basis, equally over the 20-year term, resulting in an annual reduction in principle of \$237,149.

	2021 \$	2020 \$
Balance – Beginning of year	-	-
Advances received	4,742,981	-
Balance – End of year	4,742,981	-
Less: Current portion	237,149	-
	<u>4,505,832</u>	<u>-</u>

Calgary Young Women's Christian Association

Notes to Financial Statements

March 31, 2021

9 Deposits

In 2018, the Association received a cash deposit of \$8.6 million as a result of a Memorandum of Agreement with the Alberta Social Housing Corporation (ASHC). This agreement serves as an understanding for the future Co-ownership Agreement pertaining to the housing component of the YW Hub Facility Capital Project. The intention of the Co-ownership Agreement is for ASHC and the Association, as co-owners, to maintain the Project as an asset for affordable housing for eligible clients in Calgary. The percentage of ownership interest for each of ASHC and the Association will be determined proportionately based on the total financial contribution of each party relative to the total cost to acquire the lands and construct and develop the facilities.

10 Capital Fund

Externally restricted balances represent contributions received for the following purposes:

	2021 \$	2020 \$
Balance – Beginning of year	1,024,859	-
Sheriff King Home Site capital project	-	1,139,010
Hub Facility capital project	2,928,441	8,181,234
Additions to capital assets	(816,452)	(8,295,385)
Transfers	(2,928,441)	-
	<u>208,407</u>	<u>1,024,859</u>

During the year, transfers of \$2,928,441 were made from the Capital Fund to the Sustainability Fund to repay funds loaned from the Sustainability Fund to the Capital Fund for capital additions made in prior years. The 2020 balances in the externally restricted and internally restricted balances in the Capital Fund have been reclassified to properly reflect the use of funds.

11 Endowment Fund

	2021 \$	2020 \$
Judy Osborne Memorial Fund	65,370	64,202
Power of Women – Power to Change Fund	82,095	81,583
	<u>147,465</u>	<u>145,785</u>

12 Employee future benefits

The Association maintains a voluntary group registered retirement savings plan for its employees. The Association matches employees' contributions to a maximum of 2% – 8% of their annual salary, depending on their term of service. The amount of the Association's contributions in fiscal 2021 was \$128,318 (2020 – \$132,474) and is included in salaries, wages and benefits in the statement of revenues and expenses and changes in fund balances.

Calgary Young Women's Christian Association

Notes to Financial Statements

March 31, 2021

13 Community support

In order to raise \$8.5 million (2020 – \$14.8 million) in community support in the year, the Association paid \$518,826 (2020 – \$647,032) as remuneration to employees whose principle duties involve fundraising and \$150,108 (2020 – \$558,858) of staffing costs, technology, facilities for the staff, general supplies and direct expenses for the purpose of soliciting contributions. These contributions were used to support the programs of the Association where needed, as well as to support the campaign to raise funds for the Association's Transformation Plan.

14 Comparative figures

Certain comparative figures have been reclassified to conform to the current year's presentation.