

**2019 END OF YEAR
REPORTING**



Chair's Report

Better Business Bureau serving Saskatchewan

Annual General Meeting | June 22, 2020

Welcome from the Chair

On behalf of the Board of Directors of the Better Business Bureau* of Saskatchewan, it is my pleasure to welcome you to our Annual General Meeting for the fiscal year of 2019. Our Board Members worked hard together in 2019 to ensure that we adhered to our roots as set out in our mission statement which affirms, "The Mission of BBB Saskatchewan is to be the undisputed leader in advancing marketplace trust and ethical behaviours."

2019 Report by the Chair

For the Better Business Bureau of Saskatchewan, 2019 was a year of organizational renewal. Our Board of Directors grew in both numbers and experience. We continued to follow our strategic plan of organizational renewal and improved governance, increasing awareness of scams and our organization. We continue to focus on developing and enhancing marketplace partnerships.

2019 saw the launch of a new website with improved buyer experience. Combined with our actions to bring about greater public awareness through speaker's bureau, we were able to see an 18% increase in business inquiries. We utilized our partnerships with the Saskatchewan Seniors Mechanism to distribute more of our Top Ten Canadian Scam campaign material throughout the province. Our outreach to First Nations organizations resulted in several key businesses joining our network.

For consumers, these initiatives mean more trusted businesses to choose from, and better tools than ever to review and connect with them.

LOOKING FORWARD

It would be impossible to describe the current state of affairs without acknowledging the impact that COVID-19 has had in our marketplace. For our Accredited Businesses, it has meant decreased consumer demand, temporary business closures and/or production shut-downs.

For the Better Business Bureau of Saskatchewan, it has created some challenges recruiting new Accredited Businesses, and a halt to our community outreach efforts except through technology like Zoom. For consumers it has meant increased uncertainty and decreased consumer confidence. Unfortunately, like any market disruptor, it has resulted in new scams as unscrupulous businesses try to take advantage of consumer confusion and frustration. The BBB has, and will continue to be there to assist consumers through this marketplace evolution. We will continue to work to restore consumer confidence within Saskatchewan. However, the increased consumer uncertainty has meant an increase in inquiries and the search functions.

We encourage all consumers and businesses to consider buying local first, and remind everyone that our organization can help consumers find the best and most trusted products, suppliers and contractors.

For the Better Business Bureau of Saskatchewan, 2020 and beyond will be unlike any period in our history. We look forward to playing a role in navigating both consumers and businesses through this uncharted territory. May the second half of 2020 be happy, healthy and prosperous for all of you.

THANK YOU

It takes a dedicated team to make all this happen. Strong fiscal management has been an absolute requirement. On behalf of the Board of Directors, I would like to whole heartedly thank our CEO Karen Smith, and the entire staff of BBB Saskatchewan: Gwen B., Jody H., Sharon M., and Michelle P., and Sales Consultants Doug Birkmaier, Ron Jacobs, Bob Hunko, Dave Scheirer, and Tom Wendell, for the hard work and enthusiasm they continue to show as we continue to grow BBB Saskatchewan. We also had several volunteers working in the office, too. The office and sales staffs have been our conduits to both consumers and businesses within the province.

I would also like to thank our Accredited Businesses, nearly 1000 of them in some 90 Saskatchewan communities, who continue to have faith in BBB of Saskatchewan and demonstrate their trustworthiness and integrity in their day to day dealings with their customers.

Finally, thank you to the members of the Board of Directors. The BBB Board is made up of people from the business community who believe in the BBB mission and who are willing to volunteer and contribute, without payment, their time, energy and expertise to ensure the continued growth and success of BBB in Saskatchewan.

The 2019-20 Directors are:

Allan Millham - Directwest
Don Ramage - FocalPoint Business Coaching & Training
Jim Deane - Access Communications Cooperative
Johaine Thomas-Miranie - JTM Business Solutions
Barb McGrath - Above the Fold
Charles Mowat - Charles A. Mowat Professional Accountant
Michael Katz - Heartgold Homes, Inc.
Colin King - Commissionaires (South Saskatchewan)
Paige Sandvold - Directwest
Robert Miller QC - McDougall Gauley (non-voting member and recording secretary).

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Sincerest thanks to all of you.

Respectfully Submitted By:
Allan Millham
June 22, 2020



CHIEF EXECUTIVE OFFICER REPORT

AN ORGANIZATION WITH PURPOSE

Think of BBB as a collection of stories—the work we do is all connected—and one of the largest and most important links holding us all together is trust.

The strength of the Better Business Bureau is the local, independent non-profits that are licensed to serve as BBBs across North America. There are BBBs covering every corner of the U.S., Puerto Rico and the Caribbean territories, Mexico and all of Canada. Quebec was brought back in 2019 after a few years hiatus.

Adding to the strength of the BBB system is the breadth of businesses—large and small—that support our mission of trust in the marketplace. In 2019, there were nearly 1,000 BBB Accredited Businesses operating in Saskatchewan (about 4.3% of the business market).

As a licensee, we are required to meet annual standards covering 10 facets of our business. They are known as Performance and Accountability Standards and they keep every BBB office running smoothly under the same framework for accrediting businesses, handling complaints, customer reviews, investigations, scams and branding rules. 2019 was a year of transition for the system. The International Association of Better Business Bureaus (IABBB) is now the entity that oversees the system. This was a restructuring that puts BBBs as the majority on the board.

This report will summarize the efforts BBB of Saskatchewan continues to implement at operational and strategic levels through 2019 and into 2020. Please also take a moment to review the BBB Strategic Plan Infographic.

ACKNOWLEDGEMENTS & DAILY OPERATIONS

The BBB of Saskatchewan's office staff consists of one part-time and four full-time employees, each dedicated to the effective and efficient operation of the Saskatchewan office and to the

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achievement of the larger mission of the BBB. Those individuals include Michelle (Operations Manager), Jody (Arbitrations & Investigations Specialist), Sharon (Administrative Assistant), Teresa (3 month term) and Gwen (Administrative Assistant). I would like to formally express my thanks for the individual and collective efforts that they lend to the organization on a daily basis.

The Independent Sales Representative (ISR) continue to service and strengthen the network of Accredited Businesses in the province, and each helps to spread the message on the value of accreditation with business owners and operators of every size. These individuals include; Ron, Doug, Dave, Tom, and Bob. 2019 was a difficult year in the provincial economy and this was felt by the drastic drop in acquiring new accredited businesses. They were able to assist us in maintaining credible retention.

For the ISRs, we are continuing efforts to provide additional elements to enhance sales techniques and perspective on BBB messaging. After all, the larger picture is to help buyers and consumers make informed, and thoughtful purchasing decisions.

We also want to thank and acknowledge the donated time and material discount that saw our facilities painted. The Regina Trades & Skills Centre's painting class used our facilities to learn some new skills and helped us by improving our working conditions. They were even able to fix a couple of my amateur mistakes in the back office! They were a pleasure to be around. They learned some new skills of painting while an office is open, too.

REPORT BY OPERATIONAL AREA

GOVERNANCE

We are governed locally by our own board of directors from around the province. We strive for diversity in everything we do, from hiring, volunteers and board members.

The standing committees were active in 2019, each separately creating their own work plan to enact in the subsequent year.

The Board and Executive Committee has held slightly more than the required meetings (with quorum) as stipulated by IABBB's Performance and Accountability standards.

We created a composite list of the policy requirements to conform with IABBB's licensing standards and some additional Best Practices applied to our own governance standards.

FINANCE

2019 was a year dedicated to improving BBB of Saskatchewan's financial standing and we did it with just over \$2000 in excess revenues over expenses. This is the third year in a row we've had a surplus, modest, but a surplus. This also means that we were able to meet the Performance Standard of maintaining a 3 year rolling average of revenue exceeding expenses. In addition, the 60 day reserve requirement was also met. Although we did not meet budget expectations on Revenue, we were able to decrease the expenses to keep the net revenue in line.

Current efforts are being made to conduct special events in a manner that reduces expenses and increases revenue lines. We are also pursuing new affinity partnerships with Accredited Businesses.

OPERATIONS

Every local BBB is subject to two audits each year. Presented at this year's AGM will be the Financial Audit as conducted and reported by MWC Chartered Professional Accountants – the 'arms-length' auditor of

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our choosing. Further details can be found in the Auditor's Report.

To operate as a BBB, an organization must meet ten BBB Performance and Accountability Standards, including specific requirements relating to organizational categories such as finance, governance, technology, accreditation and other programs central to the mission. All BBBs undergo annual operational audits and compliance reviews to ensure they are meeting standards.

The next operational and governance audit will be conducted and reported on later in the year.

Key Performance Metrics for the 2019 Operational Year can be found in the Appendix under Figure 1.

PROGRAMMING

BBB of Saskatchewan utilizes a number of in-house and IABBB-developed programming for our outreach and educational efforts pertaining to the BBB Mission and Vision.

The In Pursuit of Ethics (IPOE) training program is available as an online program for Saskatchewan residents and businesses wishing to further develop their perspective and awareness of ethical messaging and business best practices. Elements of the IPOE program are regularly applied to BBB presentations made to students of Regina Trades & Skills Centre. This 1 hour session has become a regular component delivered to each 'module' as a part of the students' orientation sessions. The modules commonly utilized by BBB training sessions include the Renovation, Mechanics, and Generic modules.

BBB makes continued efforts to establish beneficial partnership through its Affinity Partner Program, which see co-branding and a sharing of marketing, communications, and other business networks along with marginal financial returns from some Partners. Current Affinity Partners include Compass Advertising, CTV/Bell Media, Global Payments Canada, and Safe & Trusted Canada.

The Canadian Motor Vehicle Arbitration Plan (CAMVAP) is a cross-Canada program that can be used to resolve disputes with a manufacturer about defects in a vehicle's assembly or materials, or how the manufacturer is applying or administering its new vehicle warranty. Disputes are resolved through binding arbitration. We took over the Manitoba territory in August 2017 and have seen increases in the activity and our revenue base. The CAMVAP program has a flat annual base plus usage fees. Revenues garnered through administrating the program in Saskatchewan and Manitoba was on par with 2018.

Our digital ad sales were moved in-house in 2017. A new ad platform was also introduced. Digital Ad Sales are steadily increasing. We anticipate more growth in this area as our inquiries build. Changes to the search function has resulted in a measurable change beginning in the last quarter of 2019 with buyers searching about 20% more.

PARTNERSHIPS

We've embarked on great collaboration efforts that continue to showcase the credibility of the BBB enterprise brand. During 2019 we were able to partner with Saskatchewan Senior's Mechanism for a re-write of Fraud Prevention & Safety Handbook. We were able to use the bulk of the examples and tips from BBB sources, since we did the re-write ourselves. The assistance of the CEO at the Weyburn Chamber of Commerce (new contra) led to a massive distribution of the Handbook, Top Ten Scams and What is BBB as a catalogued library resource to all the city and regional libraries in the province. This was accomplished with the assistance of another Accredited Business, Access Communications Co-operative through some of their local distributors. Consumer Protection is included in this partnership with a cash sponsorship towards distribution costs. This was a real collaborative effort.

Many continuing BBB Accredited Businesses were initially formed based on the premise of contra agreements. We are reviewing all of these agreements to ensure continued value and return. Many under-utilized agreements are being improved by having BBB advertising or articles distributed by these

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companies/organizations. We began recording contra arrangements in our financial statements in 2018, as both revenue and an expense. (as promotions expense)

PUBLIC PROFILE

We have moved to utilize local stories across the province through weekly publications (i.e., Coffee News, Compass Advertising Affinity Partner) along with more Public Service Announcements as they can be arranged. We collaborated with the Canadian BBB offices to create a 30 second video PSA that we own and are using in various media channels. It was a tremendous dollar saving arrangement and is seen on all the Canadian cable companies through Access Communications and one of their partners NG Media. You may have seen it on Access, Bell, Shaw, or Telus. The collaboration & planning was completed in 2019 and it was released in Q1 2020.

ScamTracker, a database for reporting and analyzing all types of scams is proving lucrative in terms of local stories. The Top Ten Scams for Canada is released along with promotion of Password Day in March. Of course, now that the Handbook and brochures are in every library, we are getting more inquiries from the rural areas.

The Speaker's Bureau – public speaking engagements by BBB staff - has resulted in 2-4 sessions per month. Most engagements have been with senior's groups and service organizations.

We have increased our exposure through messaging on social media sites, including: Linked In, Facebook, and Twitter. Messages place a focus on BBB services and events, and provide engaging topics to share and discuss. In the coming months, more content will be developed on a regular basis to encourage the public to follow BBB on social media platforms and use it as a tool to engage with our accredited businesses and the organization as a whole.

Accredited Business retention has dropped to 83.5% from 87.2%. We are well above the 70% standard but disappointed in the drop. We are seeing improvements with service satisfaction and brand usage (i.e., businesses displaying the Accredited Business Seal on customer touchpoints), and believe it is partially as a result of the new initiatives.

We have implemented new online features for businesses, including dedicated event pages, Be More accreditation application features, Ask BBB search features, online digital advertising initiatives, and others. Business Profiles have had improvements throughout 2019. There are various testing pieces that get implemented as completed. It really is an evergreen project to keep technology up to date.

CELEBRATING ETHICAL BUSINESSES

Efforts are ongoing to provide our Accredited Businesses with the recognition and support they deserve, as examples of ethical business leadership in our province.

Events hosted by the BBB for fundraising purposes include the Torch Awards for Ethics. The format for the Ethics Award changed to a cocktail reception and the Ethics Panel as part of the normal program. Attendance at the two events was about the same in total as 2018. We are having more difficulty in securing stable sponsorship. Never-the-less we need to recognize and celebrate those that excel. Other BBB offices re-thinking how they deliver, too. IABBB has struck a committee to have a look at the options around the system and provide some leadership. The report should be out in Q2-3 2020

LOOKING FORWARD

The Saskatchewan economy was on track at the beginning of 2020 to have a great year. It looked like we were going to make it out of the slump. We were on track to do so, too. However, COVID-19 pandemic

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threw everyone a curve ball. We were able to quickly pivot to working remotely. The Temporary Wage Subsidy and then the Canadian Emergency Wage Subsidy helped us to avoid laying off staff. Not all businesses were so lucky. Although we have a plan in place in case of a drastic shut-down or a severe second wave, we have not had to implement it.

In person workshops, presentations and media has now converted to video. This may prove to be just what we needed to reach rural and remote areas cost effectively.

We continue to work on the strategic initiatives. Please ensure you take a look at the BBB Strategic Infographic.

The BBB of Saskatchewan will continue to improve service delivery and value to its Accredited Businesses, and ensure compliance with IABBB operating standards while broadening diversity in all its forms.

Further improvements BBB of Saskatchewan will address are:

- We will continue to work on establishing written policies and procedures to supplement the Bylaws.
- Working at getting in front of consumers and businesses in as many avenues as possible through the use of contra/trade and Affinity plans where possible.
- We are working on more partnerships with chambers, tribal councils and military veterans through the Legion.
- We have work to do to improve the Torch Award event. A survey of those who attended the last couple of years indicates a preference for alternating cities and to hold it in the fall. We look forward to the research from IABBB and know that what happens will also depend on public health measures.

We are part of the Canadian Region of BBBs. They are a source of comparison and a source for Best Practices recommendations. We are the smallest BBB in Canada, and one of the smallest in Category 2.

THANK YOU

As CEO, I would like to thank the Board for its support and direction. You are volunteers, lending your energy, experience, and passion to this organization and our continued efforts in Saskatchewan. I would like to impart my sincere gratitude and appreciation to each Board member for helping Better Business Bureau of Saskatchewan achieve the Vision of a marketplace where buyers and sellers trust each other.

Thank you.

Karen L. Smith | Better Business Bureau of Saskatchewan

Respectfully submitted on June 22, 2020

GOVERNANCE COMMITTEE REPORT

Don Ramage, Chair, Governance Committee
Respectfully Submitted June 22, 2020

Governance Committee members are:

- Don Ramage, FocalPoint Business Coaching & Training
- Michael Katz, Heartgold Homes Inc.
- Allan Millham, Directwest Corporation – A SaskTel Company

During 2019, The Board of Directors met every second month for a total of six Board meetings. The Executive Committee of the Board met every other month for a total of six meetings. Quorum was present at each of these meetings. The 2019 Annual General Meeting was held May 13, 2019.

Four Standing Committees were operational during 2019, including: Executive Committee, Accreditation and Discipline Committee, Finance / Audit Committee, and Governance Committee. All operated within the scope of their respective Terms of Reference.

The Governance Committee worked on:

- Updating policies with new IABBB
- Annual Review of Conflict of Interest Policy and annual completion by Board Members
- New Strategic Planning Policy and update of Strategic Plan
- Annual review of CEO's Performance

The Board consisted of 9 members during 2019. Three members retired from the board in 2019. Chris McCannell, McCannell Financial; Jaycie Ritz (Parent), Emerald Park Homes; and Nicole Westerlund, Conexus Credit Union. We thank them for their dedication to the Board. Five members joined the Board during 2019: Michael Katz, Colin King, Barb McGrath, Charles Mowat and Paige Sandvold. The 2020 AGM will see Don Ramage retire from his Board position. BBB currently has additional openings for new Board Members. A Notice and Call for Nominations was issued to all current Accredited Businesses. Nominations received are outlined in the 2020 Slate of Nominees (Appendix, Figure 2).

THANK YOU

Thank you to all the Board Members for volunteering with the Better Business Bureau. It is through your dedication and commitment that the Board can carry out its mandate of promoting business-place trust. Your willingness to serve on the Board and Board Committees is appreciated.

In closing, I want to express thanks to Michael Katz and Allan Millham for their help and support on the Governance Committee.

ACCREDITATION & DISCIPLINE COMMITTEE REPORT

Accreditation & Discipline Committee
Respectfully submitted on June 22, 2020

Committee Members:

Colin King | Commissionaires South Saskatchewan

Barb McGrath | Above the Fold

Laura McKnight | Conexus Credit Union

Jaycie Ritz (Parent) | Emerald Park Homes (until Feb 2019)

Paige Sandvold | Directwest

Nicole Westerlund | Direct West (until Sept. 2019)

Robert Millar | Legal Counsel

The Committee reviews the accreditation processes and investigative steps completed by the administration. We will also review matters of discipline that are referred to the Committee. Discipline matters were referred to either the Board or Executive Committee in 2019.

We met electronically 35 times over the course of the year. We handled over 76 accreditation applications in 2019. Some carried over to 2020. This is a decrease from 2018's 106 applications. This was a tough year economically for the province. Many businesses closed their doors. In July of 2019 we moved to using a more efficient electronic process.

We have created a draft policy that embraces the current procedures and expect this to be finalized in 2020. We look forward to providing additional input into establishing policy on accreditation and disciplinary issues over the next year.

THANK YOU

Thank you to the committee members for their volunteer work over the past year. A big thanks and appreciation to the staff, for doing a great job in researching and preparing documents for the Committee. Subsequently, they put everything together so the new Accredited Businesses can enjoy the benefits of being an accredited business.

Respectfully Submitted By:
Accreditation and Discipline Committee
June 22, 2020

TREASURER'S & FINANCIAL / AUDIT COMMITTEE REPORT

Jim Deane, Chair, Financial & Audit Committee
Respectfully submitted on June 22, 2020

COMMITTEE MEMBERS

Jim Deane, Chair | Access Communications Cooperative
Charles Mowat | Charles A. Mowat Professional Accountant
Johaine Thomas-Miranjie | JTM Business Solutions

KEY EVENTS

- The Audit Committee is pleased to report that the 2019 Better Business Bureau of Saskatchewan again received an unqualified opinion from the independent auditor, MWC Chartered Professional Accountants LLP. MWC's report states that the BBB's 2019 statements present fairly, in all material respects, the financial position of the BBB at December 31, 2019 and the results of the 2019 operations.
- It should also be noted that MWC's 2018 auditors report contained a qualification on the completeness of fundraising and other revenues. There was no such qualification for this revenue for 2019.

AUDITED FINANCIALS

- The BBB generated a surplus of revenues over expenses of \$2,991 for the year; \$2,864 for 2018.
- Revenues declined by \$33 thousand or 6% to \$479 thousand during the year, primarily due to membership and fundraising revenue.
- The BBB's cost structure was aggressively managed during 2019 as a result of lower revenues. Expenses amounted to \$478 thousand, also 6% lower than prior year.
- As at December 31, 2019, the Bureau's cash position was \$27 thousand and \$72 thousand was held in the restricted fund, an increase of \$9 thousand from 2018.
- Current liabilities however did increase during the year by \$7 thousand, primarily due to accounts payable and unearned revenues.
- Net assets for the BBB increased to \$55 thousand as at December 31st, an increase of \$3 thousand from 2018.

The BBB met all of the International Association of Better Business Bureau's (IABBB) operating standards as at December 31, 2019.

Finally, the Audit Committee is recommending that MWC Chartered Professional Accountants LLP be appointed as independent auditor for the 2020 fiscal year.

Motion: To receive the Treasurer's Report. Moved by:

Motion: To appoint MWC Chartered Professional Accountants as the **Auditor for 2020** Financial Year. Moved by:

APPENDIX 1

FIGURE 1

Key Performance Metrics, Operational 2019 Year - End

Accreditation 2019

	2019 YTD - AB'S	2018 YTD - AB'S
New	68	105
Renewal	945	1010
Market Penetration as of 12/31/2018	3.9%	4.2%
Number of SK Businesses 24,505		
Market Penetration Category 2 BBBs Total as of 12/31/2017	9%	8.9%
Market Penetration Category 2 Highest BBB (as of 1/1/2018)	14.7%	14.7%
ABs as of 1/1/2019	1,017	1,038
Change in ABs 2018-2019 (number)	-62	-56
Change in ABs 2018-2019 (percentage)	-6%	-5%

Evaluation Metrics	2019 YTD	2018 YTD	IABBB Standard	CAT 2. BBB Avg.	Canadian Region Av.
Resolution Rate	69.9%	68.8%	66%+	76.9%	89.4%
Not Reportable Rate	23.4%	25.3%	33% or Less	n/a	30.4%
Days to Close	23 Days	27.2 Days	30 Days or Less	22.8 Days	n/a
Days to Open	0.7 Day	0.7 Day	2 Days or Less	0.7 Day	n/a
Ad Review	18 Cases	23 Cases	18+ Cases	22 Cases	10 Cases
Investigation Cases	27 Cases	41 Cases	12+ Cases	27 Cases	37 Cases
Retention Rate	83.6%	87.2%	70%+	85.6%	86.2%
	01/01/2019- 12/31/2019	01/01/2018- 12/31/2018		01/01/2019- 12/31/2019	

Operations

	2019	2018	Cat 2. Av.	Canadian Region Av.
Inquiries	230,097	234,465	554,365	1,008,790
Complaints	599	654	2,386	3,914
Dropped ABs	166	141	283	379
Customer Reviews	598	549	2,584	3,873

Outreach

	2019	2018
Media	18	19
Web Page Views	272,970	280,376
Unique Web Page Views	210,125	199,468
Presentations	33	37
Facebook	681	566
Twitter	935	932
Streampage Subscribers	813 ABs 5604 non ABs	1,004 ABs

FIGURE 2

Slate of Nominees 2020

Existing Board Members Whose Terms Expired

Don Ramage

Focal Point Business Coaching, Saskatoon

Board Members Who have agreed to let their name stand again (3 year term)

Michael Katz

Heartgold Homes Inc., Regina

Laura McKnight

Conexus Credit Union, Regina

New Nominations for Board Member Positions(3 year term)

Jacqueline Hoffman

Prairie Recovery Centre, Wilkie, Saskatchewan

Kaesir Istifo

Nufloors Saskatoon, Saskatoon

Mike Mario

Regina Auto Body, Regina

Javed Tariq

Shaw Construction, Saskatoon

New Nominations for Board Members. Call from those present.

1st call

2nd call

APPENDIX 2

BETTER BUSINESS BUREAU OF SASKATCHEWAN INC.

Statement of Financial Position
December 31st, 2019

	2019	2018
ASSETS		
CURRENT		
Cash	\$ 27,224	\$ 17,740
Accounts Receivable	698	1,206
Prepaid expenses	1,589	2,186
	29,511	21,132
RESTRICTED FUNDS		
	42,851	41,662
	\$ 72,362	\$ 62,794
LIABILITIES		
CURRENT		
Accounts Payable	\$ 8,377	\$ 5,794
Goods and Service Tax Payable	1,198	923
Vacation Payable	2,955	2,753
Employee Deductions Payable	-	-
Unearned Revenue	4,668	1,151
	17,198	10,621
NET ASSETS		
General Fund	\$ 12,313	\$ 10,511
Restricted Fund	42,851	41,662
	55,164	52,173
	\$ 72,362	\$ 62,794

APPENDIX 2

BETTER BUSINESS BUREAU OF SASKATCHEWAN INC.

Statement of Operations

December 31st, 2019

	2019	2018
REVENUES		
Memberships	\$ 427,860	\$ 448,230
Services - CAMVAP	19,505	20,189
Advertising	14,065	15,462
Fundraising	4,130	10,872
Sponsorship	8,685	9,150
Administration Fee	3,607	4,800
Other	1,047	1,129
Insurance promotional allowance	1,357	1,365
Investment Income	1,196	1,153
	481,452	512,350
EXPENSES		
Salaries and Benefits	\$ 235,011	\$ 250,635
Commission	56,715	62,429
Advertising and Promotion	31,910	36,129
Event Costs	24,981	32,410
Licenses and Memberships	25,980	25,498
Rental	21,600	21,600
Computer Expense	17,602	18,773
Interest and Bank Charges	12,920	13,164
Office	9,545	11,826
Professional Fees	13,020	7,993
Telephone	9,686	6,075
Audit Fees	5,724	5,777
Training	1,193	4,967
Utilities	3,181	3,398
Postage	2,195	2,794
Insurance	2,849	2,593
Travel	3,330	2,242
Executive Director Expenses	1,019	1,692
Other	-	500
	478,461	509,486
EXCESS OF REVENUES	\$ 2,991	\$ 2,864

APPENDIX 2

BETTER BUSINESS BUREAU OF SASKATCHEWAN INC.

Statement of Changes in Net Assets
December 31st, 2019

	GENERAL FUND	RESTRICTED FUND	2019	2018
NET ASSETS - BEGINNING OF YEAR	\$ 10,511	\$ 41,662	\$52,173	\$ 49,309
<i>Excess of Revenue</i>	1,802	1,189	2,991	2,864
NET ASSETS - END OF YEAR	\$ 12,313	\$ 42,851	\$ 55,164	\$ 52,173

APPENDIX 2

BETTER BUSINESS BUREAU OF SASKATCHEWAN INC.

Statement of Cash Flows
December 31st, 2019

	2019	2018
OPERATING ACTIVITIES		
Excess of revenues (expenses)	\$ 2,991	\$ 2,864
Item not affecting cash:		
Reinvested investment earnings	(1,189)	(1,153)
	1,802	1,711
Changes in non cash working capital		
Accounts Receivable	508	(1,206)
Accounts Payable	2,583	496
Unearned Revenue	3,517	34
Prepaid Expenses	597	(767)
Goods and Services Tax Payable	275	807
Vacation Payable	202	(2,838)
Employee Deductions Payable	-	(4,739)
	7,682	(8,213)
Cash Flow (used by) operating activities	(6,502)	(6,502)
FINANCING ACTIVITY		
Redemption of Term Deposits	-	6,731
INCREASE IN CASH FLOW	9,484	229
CASH DEFICIENCY- BEGINNING OF YEAR	17,740	17,511
CASH END OF YEAR	\$ 27,224	\$ 17,740