



2022 AGM

2021 END OF YEAR REPORTING

Better Business Bureau of
Saskatchewan Inc.



CHAIR'S REPORT

Better Business Bureau serving Saskatchewan
Annual General Meeting | May 9, 2022

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 2021. Our Board Members worked hard together in 2021 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."

2021 REPORT BY THE CHAIR

The passing of time and the relentless work of our health care professionals has created renewed optimism among businesses and increased consumer confidence. At the same time, some supply chain issues are starting to improve. I'd like to congratulate all the Saskatchewan businesses whose innovation, fiscal management and resilience allowed them to weather the storm. It's my hope that the "buy local" approach that emerged during the pandemic continues to be a primary goal for Saskatchewan consumers. May we all remain grateful for the consumers and businesses who stood by us during these turbulent times.

At the Better Business Bureau, our goal is to serve both Saskatchewan consumers and businesses – and to have an active role in fostering great relationships and appreciation between the two groups. And we can often act as an intermediary when things don't go as planned. We advise consumers of scam activity in their marketplaces, while promoting ethical local businesses. In 2021, and so far in 2022, we've done that more than ever as our online inquiries have reached record levels.

LOOKING FORWARD

For the Better Business Bureau of Saskatchewan, 2021 was a year of continued renewal. Our Board of Directors grew in experience. We remain committed to maintaining an ethical Saskatchewan marketplace in the future and we invite all Saskatchewan businesses to apply for membership and help us do so.

THANK YOU

About half of my tenure in the position of chairperson has occurred during the pandemic period. Despite the pandemic challenges, the role has been rewarding and enriching. I owe this entirely to our volunteer Board of Directors, our CEO and chief fiscal manager, Karen Smith, and the entire staff of BBB Saskatchewan: Gwen B., Jody H., Sharon M., Donna P. and Michelle P., and Sales Consultants Doug Birkmaier, Ron Jacobs, Bob Hunko, Dave Scheirer, and Tom Wendell. Thank you for your hard work and enthusiasm as we continue to grow the BBB of Saskatchewan. We also had several volunteers working in the office who have made significant contribution; in particular Lara K and Sheena have been valuable in the communication and marketing arena. The office and sales staff 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 the BBB of Saskatchewan and demonstrate their trustworthiness and integrity in their day-to-day dealings with their customers.

THE 2021-22 DIRECTORS ARE:

Allan Millham – Directwest, a Department of SaskTel
Jim Deane – Access Communications Cooperative
Johaine Thomas-Miranjie - JTM Business Solutions (partial year)
Barb McGrath – Above the Fold
Charles Mowat – Charles A. Mowat Professional Accountant
Michael Katz – Heartgold Homes, Inc.
Kerry Rensby - Commissionaires (South Saskatchewan)
Paige Sandvold – Directwest, a Department of SaskTel
Adam Stark - Vendasta
Jacqueline Hoffman – Prairie Recovery Centre, Wilkie
Kaesir Istifo – Nufloors Saskatoon, Saskatoon (partial year)
Mike Mario – Regina Auto Body, Regina
Nicole Haynes-Siminoff – Conexus Credit Union, Regina
Nicholas Sminatek of Halford Law Office in Fort Qu'Appelle (non-voting member and recording secretary).

Sincerest thanks to all of you.

Respectfully Submitted By:

Allan Millham
May 9, 2022



CHIEF EXECUTIVE OFFICER REPORT

AN ORGANIZATION WITH PURPOSE

A marketplace where buyers and sellers TRUST each other. Everything we do is based on this vision.

The strength of the BBB system is the breadth of businesses—large and small—that support our mission of trust in the marketplace. In 2021, there were nearly 1,000 BBB Accredited Businesses operating in Saskatchewan (about 4.3% of the business market).

In addition, the strength of the Better Business Bureau comes from 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.

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 governance, accrediting businesses, handling complaints, customer reviews, investigations, scams, and branding rules. These standards were suspended during the pandemic. In particular, it was felt unfair to have businesses meet the timing of critical benchmarks when they may not be open or have staff working remotely. The financial obligation of meeting dues or accounts receivable was part of that suspension. We suspended implementation of a dues increase and temporarily removed the administration fee for new accounts, in addition to offering to switch from annual to monthly dues, as well as offering deferral of dues as options for businesses.

This report will summarize the efforts BBB of Saskatchewan continues to implement at operational and strategic levels through 2021 and into 2022. The BBB of Saskatchewan's Board of Directors continues to implement the Strategic Plan for the three-year window ending in 2023. Please also take a moment to review the BBB Strategic Plan Infographic.

ACKNOWLEDGEMENTS & DAILY OPERATIONS

2021 was particularly challenging because of the pivot we had to do to ensure we could maintain our Core Operations during the remote work required by the pandemic. We were able to use part of the Canada Emergency Business Account (CEBA) small business/not-for-profits loan to purchase laptops and docking stations to enable a more secure and consistent remote work-place.

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 achievement of the larger mission of BBB. Those individuals include Michelle (Operations Manager), Jody (Arbitrations & Investigations Specialist), Sharon (Administrative Assistant), Donna (12-month term) and Gwen (Administrative Assistant). Gwen retired in November. I thank her for all her assistance over the past six years. I would like to formally express my thanks for the individual and collective efforts that they lend to the organization on a daily basis.

We continued to use volunteers to assist us with some of our activities like marketing and data quality. In particular, Lara K. has been handling marketing and communications activities for a few years with support from Sheena D. A shout out to these individuals and some of the organizations that refer volunteers to us, including, Neil Squire Society and the Regina Open Door Society.

The Independent Sales Representatives (ISR) continue to service and strengthen the network of Accredited Businesses in the province; each helping 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. As 2021 proceeded to be a difficult year in the provincial economy, we are slowly making gains in acquiring new accredited businesses and they were able to assist us in maintaining credible retention. The pandemic required us to do some of our work in sales using virtual technology.

For the ISRs, we resume 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.

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 staff to recruiting volunteers and board members.

The standing committees were active in 2021, 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 to IABBB's licensing standards and

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some additional best practices applied to our own governance standards. The normal IABBB Performance Standards were suspended in 2020 and 2021 due to the pandemic. However, we are operating and measuring as if they are still in place.

FINANCE

2021 was a year dedicated to improving the BBB of Saskatchewan's financial standing even while we had less operating revenues. In consideration of the pandemic, we continued to suspend the annual dues increase and suspension of the administration fee associated with new accounts. We also continued to offer deferral of dues or a switch from annual to monthly payments. The surplus was larger than anticipated because we made use of the federal government's additional CEBA loan and the Canadian Wage Subsidy Program although both in smaller amounts as our performance improved. The two main financing standards of maintaining a three-year rolling average of revenue exceeding expenses and the 60-day reserve requirement was also met.

We used the forgivable portion of the CEBA loan to make capital purchases and leasehold improvements that will benefit us for years to come. We participated in a Sask-Power's Energy Assessment Audit and opted for replacing all the fluorescent lights in the office to LED. This is already reducing monthly electrical costs. Second, we purchased laptops and docking stations for the office staff in addition to moving to a managed I.T. service with one of our accredited businesses. This also increases our cyber security profile.

Our Torch Award special event was canceled in 2020 and again in 2021. We are exploring other means of recognizing ethical businesses that are more cost effective.

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

To operate as a BBB, an organization must meet 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 later in the year. We, too, have to walk the talk. We expect businesses to be "better," behave ethically, and with integrity, and we must do the same.

Key Performance Metrics for the 2021 Operational Year can be found in Appendix 1, 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

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made to students of Regina Trades & Skills Centre. This one-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 Above the Fold, Compass Advertising, CTV/Bell Media, 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 have administered the program for both Manitoba and Saskatchewan since 2017 and have seen increases in demand as well as our revenue base. The CAMVAP program has a flat annual base fee plus usage fees. Revenues garnered through administering the program in Saskatchewan and Manitoba was up 25% over 2020.

Digital Ad Sales are steady compared to 2020. We anticipate more growth in this area as our inquiries build. The pandemic has increased all of the core operating metrics — more inquiries, more complaints, more scams, more Google searches, more Facebook followers, just more. This has happened system wide and in Saskatchewan.

PARTNERSHIPS

We've participated in the creation of Canadian Riskiest Scams once again. Consumer Protection is included in this partnership with a cash sponsorship towards distribution costs. We are also delivering a two-hour workshop to the Regina Open Door Society with each of their new cohort groups. This workshop shows them how to utilize free BBB services and highlights prevention tips for Employment Scams and Identity Theft.

We are continuing to explore partnerships with other association-type organizations. They generally tend to be associations or councils and may be affiliated with an industry or a cultural group. We have added a number of new chamber memberships in 2021.

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.

IABBB's ScamTracker — a database for reporting and analyzing all types of scams — has and continues to create news-worthy media content targeting both consumers and businesses in various markets. The Top Riskiest 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. Special thank you for the monetary contribution made by Saskatchewan's Consumer Protection Division of the Ministry of Justice. IABBB's new crowd-sourced Ad Truth program is also gaining some traction. Check out the free tutorials to ensure your ads are meeting, not just the basics, but better.

The Speaker's Bureau — public speaking engagements by BBB staff — has resulted in two to four sessions

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per month. Most engagements have been with seniors groups and service or cultural organizations.

We have increased our exposure through messaging on social media sites, including: LinkedIn, Facebook, Twitter, and Google Business. 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. The Canadian group of BBB offices has established a sub group to coordinate and streamline some of the marketing and communications initiatives for Canada as well.

Accredited Business retention is 89.1%. We are well above the 70% standard. 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, Get a Quote, Get Accredited application features, online digital advertising initiatives, and others. Business Profiles have had improvements throughout 2021. 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 that they deserve as they exemplify ethical business leadership in our province.

It was not possible to hold an event in 2020, nevertheless, we need to recognize and celebrate those that excel. Other BBB offices are re-thinking how they deliver this recognition as well. IABBB has struck a committee to have a look at the options around the system and provide some leadership.

LOOKING FORWARD

The Saskatchewan economy is moving in a positive direction. The energy saving and laptop purchase will serve us well in the future. We are also now prepared for any future remote work issues that arise.

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

Dues increases will be reintroduced effectively to reflect inflation as will the administration fee for new applications beginning in April 2022.

We continue to work on the strategic initiatives. Please ensure you take a look at the BBB Strategic Infographic — a concise summary of the next few year's priorities.

The BBB of Saskatchewan will continue to improve service delivery, value to its Accredited Businesses, and ensure compliance with IABBB operating standards while broadening diversity in all its forms. IABBB has launched a number of improvements to the BBB search directory and are planning more. Please look for a dedicated Business Hub coming soon. The Foundation side will be launching a new program later in 2022 — BBB4Good, a program about measuring and reporting on social good.

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Further improvements BBB of Saskatchewan will address, include:

- 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.
- Working on more partnerships with chambers, tribal councils, military veterans, and newcomers
- Renewing our focus on Saskatoon and area for both consumers and businesses.
- Working 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.
- Our office staff is small. We have plans to automate more procedures and to make them more secure and accessible to enable a more secure remote experience. IABBB is requiring BBB Saskatchewan to move to a new database. We expect this will happen in 2022. Over two thirds of the offices have transitioned already. We expect that more online features will become available to accredited businesses as a result of this move.
- We are part of the Canadian Region of BBBs. They are a source of comparison and a source for Best Practice recommendations. We are the smallest BBB in Canada, and one of the smallest in the North American Category 2. Please check out our Key Performance Metrics to see how we compare in Appendix 1, Figure 1.

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 the Better Business Bureau of Saskatchewan move toward achieving 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 May 9, 2022

GOVERNANCE COMMITTEE REPORT

Introduction to Committee

Committee Members

- Michael Katz, Heartgold Homes Inc.
- Kaesir Istifo, Nufloors in Saskatoon
- Mike Mario, Regina Autobody Ltd.
- Nicole Haynes-Siminoff, Conexus Credit Union
- Allan Millham, ex officio

During 2021, 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 2021 Annual General Meeting was held virtually on May 10, 2021.

Four Standing Committees were operational during 2021, 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 within the 3 year renewal cycle and a couple of new policies
- Annual Review of Conflict of Interest Policy and annual completion of Conflict of Interest Questionnaire by Board Members
- Update of Strategic Plan
- Led discussion for CEO Succession planning
- The Board consisted of 12 members during 2020. One member retired from the board in 2021, namely, Kaesir Istifo, Nufloors in Saskatoon. Thank you for your service Kaesir.

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 2022 Slate of Nominees (Appendix 1, Figure 2).

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 Kaiser Istifo, Mike Mario, Nicole Hayes-Siminoff, and Allan Millham for their help and support on the Governance Committee.

Respectfully Submitted By:

Michael Katz,

May 9, 2022

ACCREDITATION & DISCIPLINE COMMITTEE REPORT

Introduction to Committee

The Accreditation and Discipline Committee is tasked with the review of and approval or revocation of applications for accreditation between full meetings of the Board and/or Executive Committee.

The Committee members are:

Barb McGrath, *Above The Fold*
Nicole Haynes-Siminoff, *Conexus Credit Union*
Jacqueline Hoffman, *Prairie Sky Recovery*
Kerry Rensby, *Commissionaires South*
Paige Sandvold, *Directwest, a Department of SaskTel*
Nicholas Smiatek, *Legal Counsel*
Allan Millham, *ex officio*

2021 Report by the Committee

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.

We met electronically 31 times over the course of the year. We handled over 72 accreditation applications in 2021. Some carried over to 2022. This is a 24% increase over 2020's applications. This was still a tough year for businesses. Many businesses closed their doors either temporarily or permanently.

There were two revocations of memberships in 2021.

We provided input into the annual review of the Do Not Contact Policy.

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:

Barb McGrath

Accreditation and Discipline Committee
May 9, 2022

TREASURER'S & FINANCIAL / AUDIT COMMITTEE REPORT

Introduction to Committee

The Treasurer and Finance/Audit Committee members include:

Jim Deane, Chair, *Access Communications Cooperative*

Charles Mowat, *Charles A. Mowat Professional Accountant*

Adam Stark, *Vendasta*

Allan Millham, *ex officio*

2022 Report by the Committee

KEY EVENTS

- The Audit Committee is pleased to report that the 2021 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 2021 statements present fairly, in all material respects, the financial position of the BBB at December 31, 2021 and the results of the 2021 operations.
- This is the first year BBB is reporting a capitalization of assets based on last year's recommendation by MWC. Purchases will be allocated to one of three categories (Equipment & Furnishings, Computer Equipment, and Leasehold Improvements) with a straight-line method. Purchases were made in the Computer Equipment (to permit remote access & improve cyber security) and Leasehold Improvements (energy efficiency).
- BBB continued to access the Canadian Emergency Business Account along with the Canadian Emergency Wage Subsidy Program as a result of the COVID 19 Pandemic.

AUDITED FINANCIALS

- The BBB generated a surplus of revenues over expenses of \$15,758 for the year; \$73,727 for 2020. If the pandemic subsidies are removed (\$22,997) the net is now \$16,587. This is still an increase of \$13,596 over last year a combination of new affinity partner revenue and reducing some expenses.
- Revenues declined by \$104 thousand or 19% to \$482 thousand during the year, primarily due to reduction in Government pandemic subsidies. We did not implement the annual dues increase and waived the application administration fee once again in 2021.
- The BBB's cost structure was aggressively managed during 2021 as a result of lower operating revenues. Expenses amounted to \$466 thousand, holding steady compared to 2020.
- As at December 31, 2021, the BBB's cash position was \$22 thousand and \$147 thousand was held in the restricted fund, an increase of \$15 thousand from 2020. \$40,000 is to be paid back from the CEBA loan by the end of 2023.
- Current liabilities, however also decreased during the year by \$3 thousand.

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- Capital Assets at \$17 thousand are appearing for the first time, consisting of Computer Equipment and Leasehold Improvements.
- Net assets for the BBB increased to \$213 thousand as at December 31st, an increase of \$32 thousand from 2020.

The BBB met all of the International Association of Better Business Bureau's (IABBB) operating standards as at December 31, 2021.

Finally, the Audit Committee is recommending that MWC Chartered Professional Accountants LLP be appointed as independent auditor for the 2022 fiscal year.

Motion: To receive the Treasurer's Report.

Moved by:

Motion: To appoint MWC Chartered Professional Accountants as the **Auditor for 2022** Financial Year.

Moved by:

Respectfully Submitted By:

Jim Deane, *Chair, Treasurer's and Audit Committee*

May 9, 2022

APPENDIX 1

FIGURE 1

Key Performance Metrics, Operational 2020 and 2021 Year-End

Accreditation	2021 YTD - AB' S	2020 YTD - AB' S
New	64	80
Renewal	891	885
Market Penetration as of 12/31	3.6%	3.8%
Market Penetration Category 2	9%	9%
Market Penetration Category 2 Highest BBB	15.2%	15.2%
ABs as of 12/31	855	955
Change in ABs 2020-2021 (number)	-100	
Retention	89.1%	
Number of SK Businesses	24,505	

Evaluation Metrics	2021 YTD	2020 YTD	IABBB Standard	CAT 2 . BBB Avg.	Canadian BBB's Avg.
Resolution Rate	78.2%	73.2%	66%+	79%	72%
Not Reportable Rate	23%	24.1%	33% or Less	15%	18%
Days to Close	20.3 Days	36.1 Days	30 Days or Less	25.1 Days	n/a
Days to Open	0.5 Day	0.6 Day	2 Days or Less	0.4 Day	n/a
Ad Review	15 Points	15 Points	18+ Points	14 Points	45 Points
Investigation Cases	42 Points	47 Points	12+ Points	21 Points	55 Points
Retention Rate	89.1%	83.6%	70%+	87.6%	87.7%
			*Standards suspended		

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Operations	2021	2020	Cat 2 . Av.	Canadian BBB Avg.
Inquiries	320,205	284,060	639,945	1,232,884
Complaints	574	613	2,886	5,228
Customer Reviews	910	662	3,795	7,507
Dropped ABs	100	111	252	307

Outreach	2021	2020
Media	42	20
Web Page Unique Users	377,756 326,640	328,187 283,291
Presentations	26	30
Social Media - FB	FB 811	FB 760
TW	TW 950	TW 926
Lin	Lin 933/2426	Lin 332/2103
Google	G 4720	G 4,078
Streampage	ABs 1314 non ABs 6,446 Consumers 1,810	ABs 764 non ABs 6,560 Consumers 1,448

FIGURE 2

Slate of Nominees 2022

Existing Board Members Whose Terms Expired:

Barb McGrath, Above the Fold, Regina

Allan Millham, Directwest a Department of SaskTel, Regina

Charles Mowat, Charles A Mowat Public Accountant, Saskatoon

Paige Sandvold, Directwest a Department of SaskTel, Regina

Members have agreed to let their name stand again for a 3 year term

Barb McGrath, Above the Fold, Regina

Allan Millham, Directwest a Department of SaskTel, Regina

Charles Mowat, Charles A Mowat Public Accountant, Saskatoon

Paige Sandvold, Directwest a Department of SaskTel, Regina

New Nominations for Board Member Positions with a 3 year term:

Dave Anderchek, Platinum Homes Plus, 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 31, 2021

	2021	2020
ASSETS		
CURRENT		
Cash	\$ 22,724	\$ 36,064
Accounts receivable	3,111	3,303
Prepaid expenses	1,919	3,634
Government pandemic subsidies receivable	<u>21,080</u>	<u>24,825</u>
	48,834	67,826
CAPITAL ASSETS (Note 3)	17,794	-
RESTRICTED FUND (Note 4)	<u>147,194</u>	<u>113,347</u>
	\$ 213,822	\$ 181,173
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 3,396	\$ 3,900
Goods and services tax payable	1,371	3,080
Vacation payable	3,197	4,128
Unearned revenue	<u>1,209</u>	<u>1,174</u>
	9,173	12,282
CEBA LOAN (Note 5)	<u>60,000</u>	<u>40,000</u>
	<u>69,173</u>	<u>52,282</u>
NET ASSETS		
General fund	(2,545)	15,544
Restricted fund	<u>147,194</u>	<u>113,347</u>
	<u>144,649</u>	<u>128,891</u>
	\$ 213,822	\$ 181,173

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BETTER BUSINESS BUREAU OF SASKATCHEWAN INC.

Statement of Operations Year Ended December 31, 2021

	2021	2020
REVENUES		
Memberships	\$ 403,689	\$ 409,905
Government pandemic subsidies	22,997	57,140
Services - CAM/VAP	21,648	17,867
Advertising	12,700	12,600
Sponsorships and other grants	10,115	12,377
Neil Squire Society grant	7,069	21,206
Investment income	1,847	1,710
Insurance promotional allowance	1,844	1,318
Other	552	1,558
Administration fee	60	600
Fundraising	-	50
	<u>482,521</u>	<u>536,331</u>
EXPENSES		
Salaries and benefits	269,412	260,604
Commission	47,608	50,612
Advertising and promotion	27,244	26,243
International BBB levy	24,085	26,532
Rental	23,400	21,750
Computer expense	20,423	16,307
Interest and bank charges	15,644	15,701
Telephone	6,992	7,132
Audit fees	6,360	5,777
Professional fees	6,360	6,360
Office	5,499	6,427
Amortization	3,175	-
Utilities	2,869	3,578
Executive Director expenses	2,138	898
Insurance	2,124	1,563
Postage	1,836	1,360
Travel	927	400
Training	667	5,359
Meetings and conventions	-	1,050
Event costs	-	3,951
Other	-	1,000
	<u>466,763</u>	<u>462,604</u>
EXCESS OF REVENUES (EXPENSES)	\$ 15,758	\$ 73,727

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BETTER BUSINESS BUREAU OF SASKATCHEWAN INC.

Statement of Cash Flows Year Ended December 31, 2021

	2021	2020
OPERATING ACTIVITIES		
Excess of revenues (expenses)	\$ 15,758	\$ 73,727
Items not affecting cash:		
Amortization of capital assets	3,175	-
Reinvested investment earnings	<u>(1,847)</u>	<u>(1,708)</u>
	<u>17,086</u>	<u>72,019</u>
Changes in non-cash working capital:		
Accounts receivable	192	(2,605)
Accounts payable	(505)	(4,477)
Unearned revenue	35	(3,494)
Prepaid expenses	1,715	(2,045)
Goods and services tax payable	(1,709)	1,882
Government pandemic subsidies receivable	3,745	(24,825)
Vacation payable	<u>(931)</u>	<u>1,173</u>
	<u>2,542</u>	<u>(34,391)</u>
Cash flow from operating activities	<u>19,628</u>	<u>37,628</u>
INVESTING ACTIVITIES		
Purchase of capital assets	(20,968)	-
Net redemption (purchase) of investments	<u>(32,000)</u>	<u>(68,788)</u>
Cash flow used by investing activities	<u>(52,968)</u>	<u>(68,788)</u>
FINANCING ACTIVITY		
Proceeds on CEBA loan	<u>20,000</u>	40,000
INCREASE (DECREASE) IN CASH FLOW	(13,340)	8,840
CASH - BEGINNING OF YEAR	<u>36,064</u>	<u>27,224</u>
CASH - END OF YEAR	\$ 22,724	\$ 36,064