

BE YOND

OPPORTUNITIES
AND CHALLENGES
IN SASKATCHEWAN'S
NOT-FOR-PROFIT SECTOR

THE BOTTOM LINE



Summer 2021

FOREWORD FROM THE BUSINESS COMMUNITY

Steve McLellan, CEO, *Saskatchewan Chamber of Commerce*

The business world has never been simple, no matter how easy billionaires seem to make it look. Often, the hardest part is knowing what you are good at and what you need help with. As Charlie Munger of Berkshire Hathaway once said when referring to his business philosophy, “know the limits of your competency.” That same message holds true for business people and those of us who run non-profits at all levels and stages. Know the edges of your competencies and do not cross the line.

I believe that the need for not-for-profits to serve their membership and, often, the broader community is growing in importance. Many chambers of commerce, sector associations, and community service organizations, who share the non-profit status, are invaluable to a prosperous and healthy community. More and more businesses rely on these organizations for advice, research, exposure, and ideas. By relying on these organizations, businesses can focus on their areas of strength and competency and do them well.

Reliance by businesses on the not-for-profits sector is important, but so is the reliance on professionals like accountants. The CPA designation is the largest, most visible organization of that entire segment. Too many times, I have seen business people complain about how they hate doing their books and face challenges in planning because of the lack of good financial data. They miss deadlines, do not apply for supports or grants they need, or even miss important tax filing deadlines – all because they thought they could, or should, do their own books. I am not a professional accountant, and while I can add, subtract, and understand financial statements, I know where my competency ends. I have great people around me to assist with analysis related to our organization’s financials. I also ask for and take advice on personal finance from people who are trained to do what I am not.

Not-for-profits can fail or succeed for many reasons, but all too often, it is because they do not have an effective financial plan. Professional accountants are not huge risk-takers, and as such, they will not advise to bet the proverbial farm and risk it all. They will give options and advice, and as good managers or boards of not-for-profits, we need to take that advice. Too many times, Executive Directors say they cannot afford a professional accountant’s regular advice. I believe they cannot afford not to. Missing even one of the many government programs available to associations over this past year could be disastrous if your revenues have been impacted. Professional accountants are not necessarily going to talk to your members, plan your board meetings, or sell memberships – but they do the math and fiscal problem-solving, plain and simple. With a strong balance sheet and clear financial planning, Executive Directors will have the capacity to be more focused on what they do well without sitting late at night looking over ledgers with a pencil and candle, swearing at the reconciliation that does not balance.

Know the edges of your competency and let others help. The basic fact is that not-for-profits are very important to their communities and, as such, need to focus on their strengths. The future will continue to be turbulent after the pandemic, and we will all need to do our best. Let us make sure we do so with solid professional supports, and together we will build the province back stronger than ever.

Steve McLellan, CEO
Saskatchewan Chamber of Commerce

FOREWORD FROM THE ACCOUNTING PROFESSION

Not-for-profit organizations play a vital role in building healthy communities by providing critical services that contribute to social and economic stability. Saskatchewan is well known for its high rate of volunteerism, with more than 344,000 Saskatchewan individuals contributing an estimated 14 million hours annually.¹ Saskatchewan's not-for-profit sector provides essential programs to thousands of people, encourages citizen engagement, responds to emergencies, and ultimately improves the quality of life in our communities. Many CPAs volunteer in some capacity for not-for-profits across the province. CPAs bring a valuable skill set and professional mindset, and we are in a strong position to help not-for-profit staff and our fellow volunteers deepen their understanding of financial matters.

This think-piece aims to trigger thought on how a CPA can add value to not-for-profits, regardless of the role that the CPA takes on.

The not-for-profit sector is one known for effectively using finite resources to achieve its end goals, and CPAs continue to step outside the box of traditional roles. CPAs not only bring financial expertise, but they also bring technological, advisory, and governance expertise. Just one CPA can bring a multitude of skills and add exponential value!

Within the CPA profession, we often hear about the challenges that not-for-profits have to manage. However, it is the tremendous successes of not-for-profits that make

Saskatchewan a better place to live and work. The not-for-profit sector leads our communities in diversity and inclusion. With each not-for-profit we talk to, passion is the purpose. Care drives the mandates of not-for-profits – care for fellow citizens, care for our communities, and care for our future.

Carrie Carson, CPA, CA
Chair of the Board of Directors
CPA Saskatchewan

Leigha Hubick, CPA, CA
Registrar
CPA Saskatchewan



MORE THAN
344,000
VOLUNTEERS



14 million
HOURS ANNUALLY

¹ sasknonprofit.ca/uploads/1/0/5/2/105211035/snp_overview_report_-_nov2018.pdf

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CHALLENGES IN THE

NOT-FOR-PROFIT SECTOR AND HOW CPAS CAN HELP

FROM THE CPA SASKATCHEWAN'S PERSPECTIVE, AS THE REGULATOR OF THE ACCOUNTING PROFESSION IN SASKATCHEWAN

The not-for-profit sector employs more than 77,000 individuals, representing approximately 13% of all employees in Saskatchewan. Most not-for-profit organizations in Saskatchewan have between one and 24 paid employees. Not-for-profits range in many different activity areas with the top 5 in recreation activities, social services, arts and culture, religion, and health.²

CPA Saskatchewan receives a variety of questions and concerns from practitioners, the not-for-profits, and the public who utilize the services of not-for-profit, or users of the financial information of the non-profit. They are sorted into the following categories, each are addressed below: Financial, Strategy & Governance, Provincial Filing Requirements, and Financial Reporting & Assurance issues (including fraud and other risks).

● FINANCIAL

Many not-for-profits have small operating budgets. In the survey completed by the Saskatchewan Nonprofit Partnership³, about 74% have an annual operating budget under \$500,000, and 35% have less than \$50,000.⁴ The costs to obtain an assurance report, either an audit or review of the financial statements, can sometimes make up a substantial percentage of the not-for-profit's budget.

CPA Saskatchewan receives questions from CPA firms on how they can provide information to their not-for-profit clients to support that their quoted fees are justifiable and fair to provide the assurance service needed. Also, not-for-profits contact us to express concern over the fees charged for assurance work. While firms set their fees, it is important that they are reasonable and reflect the work effort required to comply with all professional standards. Too often, when firms charge below-market fees for their services, they feel pressured to "cut corners" when complying with professional standards to recover a portion of their costs. These firms often end up being subject to reinspection by CPA Saskatchewan, which increases their costs even further.

Having a CPA involved, even on a contract or casual basis may add value to the financial reporting and decrease the reliance on the auditor to identify items that require adjustment.

● STRATEGY & GOVERNANCE

Many not-for-profits are governed by a group of volunteers that serve on the Board, Council, Group, Panel, or Committee (referred to as "Board"). The volunteers on these Boards do not always have a financial background or expertise in financial matters. Often, they rely heavily on their auditor or reviewer to provide guidance and assistance in financial reporting and required filings such as grant applications and required regulatory filings. It is also challenging for not-for-profit Boards to be future-oriented when sustainable funding may not be guaranteed.

CPA Saskatchewan receives questions from practitioners on what is and is not acceptable to complete for the client when providing assurance services. During our practice inspections, we observe situations where practitioners carry out prohibited activities for their not-for-profit clients (e.g., they prepare bank reconciliations or other source documents and remain as the entity's auditor or reviewer). We also observe cases where practitioners cannot successfully mitigate independence threats to an appropriate level (e.g., self-review or familiarity threats). It is important for the practitioner to carefully consider the services provided and whether they remain independent throughout the engagement. While the practitioner may simply be trying to help their not-for-profit clients, the rules of professional conduct must always be followed.

CPAs who are not your auditor can provide governance expertise and strategic direction. They can assist not-for-profits in being future-oriented, despite the challenges of doing so.

● PROVINCIAL FILING REQUIREMENTS

When a not-for-profit becomes an incorporated entity, it must comply with applicable legislation and regulations, including making annual filings.⁵

Through a working group, CPA Saskatchewan has been in correspondence with the Office of the Public Registry on the legislative requirements for annual reporting, including the thresholds that trigger whether assurance is needed and who can carry out these services for the not-for-profit. Audits and review engagements that reference completion in compliance with the standards of the profession within the

² sasknonprofit.ca/uploads/1/0/5/2/105211035/snp_overview_infographic_-_nov2018.pdf

³ sasknonprofit.ca/

⁴ sasknonprofit.ca/uploads/1/0/5/2/105211035/snp_overview_infographic_-_nov2018.pdf

⁵ isc.ca/CorporateRegistry/MaintainandAmendyourBusinessInformation/MaintainingaNon-ProfitCorporation/Pages/default.aspx

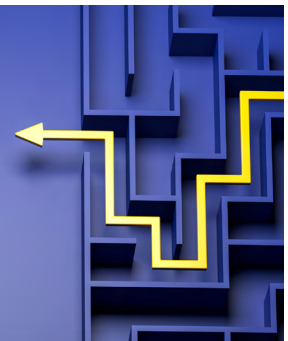
CPA Canada Handbook is a reserved area of practice that is limited to licensed CPAs only. CPA Saskatchewan continues to enforce the reserved area of practice for all assurance work that references compliance with the standards of the profession to licensed CPAs. The cease and desist process is commenced when we are made aware of non-licensed CPAs or non-CPAs carrying out assurance work referencing the standards of the profession. As highlighted in the [article](#), CPAs can be available to assist with statutory filing requirements.

● FINANCIAL REPORTING & ASSURANCE ISSUES

As many not-for-profits have limited operating budgets and minimal staff, it is very common for there to be either no segregation of duties (i.e., there is only one Executive Director of the organization and no other staff) or limited segregation of duties. This poses a challenge to the auditor when assessing the entity's overall control environment and transactional controls during audit planning. There may be very few operational and effective controls within the not-for-profit, requiring careful consideration of the risks involved – especially fraud risk. Auditors need to build these risks into their audit planning and ensure that their audit procedures address the risk of fraud or other errors in an entity with very limited controls.



During practice inspections, CPA Saskatchewan often observes a risk assessment for all areas of the financial statements, including the risk of fraud, that does not correspond to the documentation of the understanding of the entity. In turn, insufficient audit procedures are completed to address what should have been a higher risk assessment. In this scenario, the firm may be subject to reinspection by CPA Saskatchewan.

Guide for practitioners: Roadmap to the CPA Canada Handbook – Assurance tool



Auditors and reviewers need to educate not-for-profit Boards on the risks relating to the control environment and issues that arise during the engagement. Often, communication regarding the lack of effective controls and areas where the not-for-profit is exposed to a higher risk of fraud or errors is either not happening or is not well understood by the not-for-profit Board. This communications gap often leads to deficiencies noted in the practice inspection and/or complaints raised by the Board to CPA Saskatchewan. We encourage our practitioners to take the time to attend Board meetings to explain how an audit or review is carried out, to respond directly to questions raised by the Board, and to listen to any concerns the Board is noting. We encourage practitioners to use a helpful tool, developed by CPA Canada, to explain to Boards the various levels of assurance and no assurance (compilations). [Click here](#) to view this guidance.

CPA Saskatchewan recently released a [Find A CPA Firm](#) online tool which allows the public to find a CPA firm or check whether a firm is licensed with CPA Saskatchewan. There is also information and guidance on our website to help the public understand [what to expect from a CPA](#) and assess a potential auditor.



2021-22
Professional Development Courses

View the diverse upcoming course offerings
on CPA Saskatchewan's website.



LINA KAZAN, CPA, CMA

ON THE CHALLENGES AND OPPORTUNITIES IN THE NOT-FOR-PROFIT SECTOR

AS A CPA WORKING FOR A NOT-FOR-PROFIT ORGANIZATION IN A SENIOR CAPACITY, I CONSTANTLY REFLECT ON BOTH THE OPPORTUNITIES AND CHALLENGES FACING ORGANIZATIONS IN THE NOT-FOR-PROFIT SECTOR.

● FINANCIAL

Drawing from my experience at the Saskatchewan Health Research Foundation (SHRF), where I hold the position of Director of Finance and Corporate Services, I appreciate the vast potential that the not-for-profit sector has in terms of making a real social impact. Freed from the pressure of maximizing shareholder profit, not-for-profit organizations can direct all their energies and resources into their causes. However, financial pressures can mount quickly when funding becomes unstable. In our case, we depend primarily on funding from the provincial government. Therefore, we are tightly affected by provincial budget deliberations. We have had to reduce our budget and implement cost-cutting measures with a few weeks of notice due to funding

cuts. This can create uncertainties for long-term planning. Funding instability is a key challenge we are always faced with, and it is a risk that we monitor very closely. On the flip side, this instability can drive organizations to be creative and entrepreneurial in supplementing their revenues with other sources. Fundraising, partnerships, and the sale of products and/or services are examples of revenue diversification. For SHRF, we were able to capitalize on and grow our partnerships and collaborations across the province and the country, which enabled the organization to create larger pools of investment in certain health research projects by joining its financial resources with those of its partners.

In the not-for-profit sector, there are always pressures to be fiscally responsible and maximize cost savings and efficiencies, but organizations can be additionally faced with the requirement to be delivering on its programs and spending its money appropriately and every year. Surpluses can be a detriment to maintaining funding levels, and deficits cannot be sustainable. In other terms, managing a balanced budget while still delivering on its mission and strategy is always a priority.

CPAs are trained to carefully assess the situation and come up with a range of solutions that can address the wide range of financial issues not-for-profits face.

● STRATEGY & GOVERNANCE

Good governance becomes key here to ensure resources are appropriately dispersed and assets are safeguarded. Having a board of directors that is engaged, knowledgeable, and independent goes a long way in ensuring good governance is in place. The challenge for non-profit organizations lies in attracting and maintaining qualified board members when these roles are often on a volunteer basis and require an important investment of time and effort. Organizations must often motivate potential board members to join through the altruistic appeal of serving a particular cause that is meaningful to them.

Governance in the not-for-profit sector can be enhanced by implementing well-documented policies and procedures, having independent yearly audits or reviews, and fostering an organizational culture that thrives on integrity, loyalty, collaboration and transparency. In some cases, legislation can enforce governance, like in SHRF's case. Not only we are a non-profit organization but also a government-related entity, meaning that we need to comply with public sector legislations and guidelines, and we are governed by the Saskatchewan Health Research Foundation Act in the Statutes of Saskatchewan. Compliance is a key focus area built in our operations and work processes, and is closely monitored by management, the board of directors, the ministries that we deal with and the Provincial Auditor. Although necessary, compliance requirements can produce red tape and overhead expenses for organizations, and some

instances where overhead cost can be negatively perceived by funders. In certain cases, compliance requirements can stifle certain innovative practices and limit an organization in how they conduct their business.

CPAs practice in a diverse range of areas, from industry jobs within companies, not-for-profits, in public practice, and everything in between. CPAs can bring their technical training from their various backgrounds to provide good governance for your not-for-profit.

● HUMAN RESOURCES

Talent acquisition and retention can be a challenge for not-for-profit organizations. Given their limited resources and budgets, compensation can often be noncompetitive compared to the private sector. There is also a certain reluctance that exists about working in the not-for-profit sector amongst professionals, which comes with the belief that such organizations may not offer the same growth, advancement and prestige prospects that organizations in the private sector might offer. Not-for-profit organizations must work diligently to reverse that image and be capable to attract and retain top talent. The skill set required for each role can be wide with breadth, especially in small to medium size organizations, where staff complement is small.

As a CPA working in a non-profit organization, I find myself wearing a lot of different hats at once. Not only do I oversee the financial management and planning of the organization and ensure it has a healthy audit posture, but I also manage other aspects of the business, like information technology, human resources, policies and procedures, legal matters, agreements, facilities and administration. While this can be a rewarding experience and certainly a positive factor for some, it can nevertheless be daunting for others who prefer a narrower focus and a specialized role. Selecting qualified candidates with the right fit becomes vital to the success of the organization. Retention can also be challenging in instances where career advancement opportunities are not abundant and pay scale progression is slow, therefore organizations in the non-profit sector must employ retention tactics that go beyond the traditional ones of money and promotion.



At SHRF, employee retention is a risk that we monitor on our risk register because turnover was high at some point. To manage this risk, we came up with a multi-faceted mitigation strategy; First, we revamped our compensation structure within the budgetary constraints, and we enhanced our professional development yearly allowance and some of our benefits. We also introduced flexible working arrangements that made it possible for employees to work from home (pre-COVID) and bank extra time worked into time off. More importantly, senior leadership worked hard to affect a slow organizational cultural shift that fostered trust, excellence, integrity, collaboration and open communication. At the end of the day, when employees feel engaged, empowered, trusted and appreciated, they tend to stick around.

CPAs are able to think outside the box and come up with alternative compensation strategies that a not-for-profit can use while maintaining control over costs and attract the right person for that position.

● VALUE

Working in the not-for-profit sector is certainly a different dynamic from working in the private sector, having experienced that shift earlier in my career. There are challenges and opportunities in every situation, and the best we can do as professionals is fully learn about them and manage them with an open, analytical, and innovative mind. As a CPA working in the non-profit sector, I feel that my experience and my credentials are immensely valued, and I can clearly see the impact of my work in advancing our organization on its mission and vision, which in turn translates to making a difference in the health research sector, our communities and our society. For me, it is a pretty good place to be career-wise.



Lina Kazan, CPA, CMA

Lina is the Director of Finance and Corporate Services at the Saskatchewan Health Research Foundation, where she is responsible for Finance, Human Resources, and Information Technology. Lina also co-founded and runs Flamenco Borealis, a not-for-profit art organization and dance company dedicated to Flamenco art production, performances, and education.

The top challenges that not-for-profits in Saskatchewan are facing as a result of COVID-19 are:



72.6%
REDUCED
REVENUE



65.1%
DISRUPTION
OF SERVICES



49.8%
REMOTE WORK FOR
STAFF AND VOLUNTEERS

Saskatchewan Non-Profit Partnership Report



THE COST OF COMPLYING WITH **NON-PROFIT CORPORATIONS'** **FINANCIAL REPORTING** **REQUIREMENTS**

Darcy Spilchen, CPA, CA, CMA, CFP and Geoff Jones, CPA, CA, Baker Tilly SK LLP

A not-for-profit corporation is just that, a legal entity that has been incorporated for purposes other than making profits for its owners or shareholders. Often, these entities are small, local organizations that operate for the betterment of their communities and rely on contributions from public sources to operate.

When an organization's revenues exceed certain thresholds, the legislation governing not-for-profit corporations requires a review or audit of the organization's financial statements. The thresholds are as follows:

Prior Year Total Revenue	Review Engagement	Auditor's Report
> \$250,000		Required
\$25,000 - \$250,000	Required	Optional
< \$25,000	Optional	Optional

Many not-for-profits voice concerns that they find their audit fees too high or they cannot find a CPA firm to do their audit at a price they can afford. In some cases, they may find a practitioner that is not a CPA licensed to issue an audit report and therefore is unlikely to follow Canadian Auditing Standards.

A licensed practitioner with The Institute of Chartered Professional Accountants of Saskatchewan (The Institute) is required to issue an audit report. The Institute requires that the licensed practitioner follows rigid national standards for public accounting engagements, which require a certain level of inquiry, analysis, and documentation. Meeting these standards requires time, and fees are based on hourly rates.

When filing the financial statements with Information Services Corporation ("ISC"), the non-profit corporation must select one of the following⁶:

- The auditor/reviewer is a member in good standing of a recognized accounting professional association in Saskatchewan.
- The auditor/reviewer:
 - has bookkeeping or accounting experience within the last 3 years; or
 - has obtained a diploma or higher in accounting or related field in the last three years.

As there is no place to indicate that the CPA is licensed when filing the financial statements, the non-profit corporation

6 isc.ca/ISCForms/Documents/Corporate%20Registry%20Renewal%20Cover%20Page%20and%20Forms/Non-profit%20Corporation/Non-Profit%20-%20Financial%20Statement.pdf



may not be aware that this is, in fact, a requirement for audits and reviews. In addition, when an auditor's report is required, it appears that ISC does not confirm whether the issuer is a licensed CPA. When anyone other than a licensed CPA offers assurance services at a discounted price, with what appears to be no consequence from ISC, the integrity of the CPA profession is compromised. Not-for-profits are not at fault; they are seeking out the services that check off their annual requirements.

CALL TO ACTION IN SUPPORT OF SASKATCHEWAN'S NOT-FOR-PROFIT SECTOR:

In the interest of protecting the public, CPAs must take note when we see assurance reports issued by anyone other than a licensed CPA. It is as easy as forwarding a copy of the financial statements and report issued to CPA Saskatchewan. The Registrar will follow up with the cease and desist process.

With the goal of increasing the thresholds of when an audit or a review engagement is required, CPA Saskatchewan has participated in a working group with the Ministry of Justice and ISC regarding the requirements for not-for-profits. However, no adjustments from the Ministry of Justice and ISC are planned at this time.

If you or your client find the costs of meeting these requirements to be a burden to the non-profit organization, consider contacting your local MLA regarding the goal of increasing these thresholds. You can also voice concerns directly to the Office of Public Registry Administration at publicregistryadmin@gov.sk.ca.

Source: <https://www.sherrirosecpa.com/single-post/2019/01/31/How-much-does-a-nonprofit-audit-cost>



56%

SASKATCHEWAN'S NOT-FOR-PROFIT ORGANIZATIONS ARE ALSO REGISTERED CHARITIES

Saskatchewan Non-Profit Partnership Report

STAR SPOTLIGHT

CPAS ANSWER RAPID-FIRE QUESTIONS



Laurette Lefol, CPA, CMA

Director of Finance, Canadian Corps of Commissionaires
(North Saskatchewan) Inc.

Canadian Corps of Commissionaires is Canada's largest private sector employer of veterans and the only national Not-for-Profit security company. Their mandate is to provide meaningful employment for veterans of the Canadian Armed Forces, RCMP and their families and others who wish to contribute to the security and well-being of Canadians. Canadian Corps of Commissionaires provides a wide range of security solutions to commercial and residential clients, and government agencies.

TELL US ABOUT THE LAST TIME YOU VOLUNTEERED.

I seem to volunteer at least once a week. The last time I volunteered was this morning as part of the preparation with the organizations staff prior to regular monthly board meeting. I could also get calls or emails from the associations' personnel for clarification on complex finance question, reviewing the internal statements prior to board meetings, or assisting with budget preparation.

WHAT ATTRACTED YOU TO WORK IN THE NOT-FOR-PROFIT SECTOR?

I enjoy working with organizations that have a social mandate and not focused only on the bottom line. The employees seem to work with passion and leading such teams is rewarding. I have the wonderful opportunity to do so in a role that I absolutely love. I have been taught to and continue to believe in the importance of giving back, being welcoming and leaving our place in better condition than we received it, which I find in Not-for-Profit organizations.

WHAT ADVICE DO YOU HAVE FOR A CPA WHO WANTS TO VOLUNTEER OR GET INVOLVED IN A NOT-FOR-PROFIT?

I believe one could find a Not-for-Profit organization they like. I would recommend finding an organization that aligns with one's value and interests. Many organizations have a difficult time finding board members that have a good knowledge in accounting or finance. A good first step would be to ask acquaintances and friends or contacting local community group (also a good way to meet new people if new to the area). Another way is to attend the AGM of their favourite association.

AS A LEADER IN A NOT-FOR-PROFIT, WHY IT IS IMPORTANT TO BE INVOLVED IN YOUR COMMUNITY?

Getting involved in the community is so rewarding. However, as a CPA, I have the knowledge and skill to help with board governance, the ability to understand financial statements and budgets. I have seen results in helping board members becoming stewards, and how providing transparent financial statements have instilled confidence in the organization, from the public and funding agencies perspective.



Melissa Leib, CPA, CMA

Vice President Finance & Workforce, The Lung Association, Saskatchewan

As Saskatchewan's oldest health charity, The Lung Association of Saskatchewan has been leading the fight for healthy lungs for over 110 years. Thanks to our work, Saskatchewan has seen tremendous strides in lung health policies, research, education, and support. Whether it's fighting for clean air for everyone or providing support and care to those struggling with lung disease, we are here to help Saskatchewan breathe.
lungsask.ca

TELL US ABOUT THE LAST TIME YOU VOLUNTEERED.

My most recent volunteer work was with the Association of Fundraising Professionals, Saskatoon Chapter. I was the volunteer treasurer for the Association.

WHAT ATTRACTED YOU TO WORK IN THE NOT-FOR-PROFIT SECTOR?

Being able to work and still give back to your community is one of the key things that attracted me to the Not-For-Profit Sector. The Lung Association, Saskatchewan also has a cause that is close to my heart (or lungs!) as I am of the 1 in 5 Canadians who lives with a lung disease. When I look at the work I do with the Lung Association, Saskatchewan I am not just limited to pure accounting, I am able to work cross functionally with all team members, lending a hand and financial advisement where needed.

WHAT ADVICE DO YOU HAVE FOR A CPA WHO WANTS TO VOLUNTEER OR GET INVOLVED IN A NOT-FOR-PROFIT?

If you want to volunteer I would choose a cause that is meaningful to you. I feel that if you are truly engaged in the cause then the "extra" work doesn't feel like work at all.

AS A LEADER IN A NOT-FOR-PROFIT, WHY IT IS IMPORTANT TO BE INVOLVED IN YOUR COMMUNITY?

When I've served on boards, committees or as a general volunteer, I often think of this quote which emphasizes why I volunteer and am involved in the community: "Volunteering is the ultimate exercise in democracy. You vote in elections once a year, but when you volunteer, you vote every day about the kind of community you want to live in."



Craig Reynolds, CPA, CA

President & CEO, Saskatchewan Roughriders Football Club Inc.

TELL US ABOUT THE LAST TIME THAT YOU VOLUNTEERED.

I volunteer with the Red Cross of Saskatchewan. I am fortunate enough to volunteer as a member of their Executive Cabinet in Saskatchewan which is a group of individuals who endorse the work of the Red Cross in Saskatchewan, provide strategic perspective to the organization and assist with gaining individual and corporate support for the Red Cross.

WHAT IS A COMMON THEME YOU SEE THROUGHOUT THE NFP SECTOR IN SK (E.G., PASSION, DETERMINATION, LEADERSHIP)?

In Saskatchewan especially I see a strong commitment to giving back. The commitment level is second to none in our country. At the Roughriders we literally couldn't put on a game at Mosaic Stadium without over 300 volunteers and they are so committed to volunteering that many of them will volunteer at other Rider events throughout the year.

DO YOU HAVE ANY ADVICE FOR CPAS WHO WANT TO VOLUNTEER IN THEIR COMMUNITY? HOW CAN THEY GET INVOLVED?

I would say there is no shortage of opportunities especially with the skill set that CPAs can bring to the table. My biggest piece of advice is just to network and make it known that you would like to give back through volunteering. When I first moved back to Saskatchewan I reached out to a few colleagues on our Board of Directors with the football club and let them know I'd like to give back and a number of opportunities presented themselves that I might not have otherwise been made aware of.

AS THE CEO OF THE SASKATCHEWAN ROUGHRIDERS, WHY DO YOU FEEL IT IS IMPORTANT FOR THE TEAM TO HAVE A VOLUNTEER PRESENCE IN THE COMMUNITY?

Volunteering and giving back to the community is core to our values. We have historically relied on volunteers in so many ways starting with our volunteer Board of Directors who put in countless hours providing incredible oversight and governance to the organization and then, of course, on game days at the stadium. So it's very important for the Club to give back and volunteer in the community and support the province that gives us so much.

Most prevalent types of SK not-for-profit organizations by primary activity area:



23%

RECREATION



17%

SOCIAL SERVICES



13%

ARTS & CULTURE

The Voice of Saskatchewan Business

Since 1920, the Saskatchewan Chamber of Commerce has represented the Saskatchewan business community by advocating on behalf of businesses, local chambers of commerce, and professional associations of all sizes to make our province the best place to live, work, and invest.



Celebrating 100 Years

SASKATCHEWAN
CHAMBER *of* COMMERCE

saskchamber.com

