



BUILDING A LEGACY... ACCELERATING GROWTH & INNOVATION

Women Entrepreneurs of Saskatchewan Inc.
Annual Report
April 1, 2015 to March 31, 2016



WOMEN ENTREPRENEURS
OF SASKATCHEWAN INC.
Business Solutions For Success

Women Entrepreneurs of Saskatchewan Inc.

From Start-Up to Success, W.E. is with you all the way!

For 21 years, Women Entrepreneurs of Saskatchewan (W.E.) has supported and empowered hundreds of women from across the province, start, buy or operate and expand businesses. W.E. has worked hard to enhance our training, engage with strategic partners and make available resources to generate success.

As a non-profit, membership-based organization, W.E. offers many services that are affordable and some are free with membership.

W.E. provides business advisory and support services, start-up, purchase and expansion lending, mentoring and networking, and other training opportunities such as seminars and webinars.

Since 1995, women have received a total of \$35.1 million through our loans program, along with professional advice. Over \$25.9 million has been leveraged as a result of our lending.

With more than 900 members across Saskatchewan, W.E. is a powerful community of entrepreneurs who support each other. W.E. will continue to build on this legacy with innovation and partnerships in the future. Together, women entrepreneurs and W.E. will continue to make a difference by shaping and enhancing the Saskatchewan economy.

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Programs & Services

Business Advising
Start-up and Expansion Loans up to \$150,000
Training
Mentoring and Networking Opportunities

Funding Partner

Women Entrepreneurs of Saskatchewan Inc. administers a \$5 million loan fund and receives core operational funding from Western Economic Diversification Canada.

Women Entrepreneurs of Saskatchewan gratefully acknowledges the support of:



Western Economic
Diversification Canada

Diversification de l'économie
de l'Ouest Canada

Directors

Kellie Garrett - Chair
Bev Anderson - Vice-Chair
Tracey Kowalchuk
Nancy Maurer
Lana Sheppard

Staff

Saskatoon

Prabha Mitchell – Chief Executive Officer
Agnes Bourassa – Loans Manager
Nancy Friesen – Client Services Representative and Membership Coordinator
Lori-Jestin-Knaus – Business Advisor
Linda Prafke – Business Advisor
Jackie Dion- Loans and Administration Coordinator
Jennifer Smith – Accountant
Trish Cheveldayoff – Communications and Marketing Manager

Regina

Charlotte McCall – Business Advisor
Diane Souillet – Client Services Representative and Training Coordinator
Brandi Good – Social Media/Website Specialist



Female entrepreneurs are a force to be reckoned with, and they are growing in numbers and influence. At Women Entrepreneurs Saskatchewan, we are committed to assisting women in advancing their businesses. For over 20 years, the organization has worked with hundreds of women, helping them start, purchase and expand businesses. Since 1995, we have provided women with professional advice and over \$30 million in loans.

In 2015, CEO Prabha Mitchell and Board created a new and ambitious strategic plan focused on innovation and excellence to position Women Entrepreneurs for the future. We are stepping up our training, engaging with great partners, and bringing even more resources to women to generate success. We strongly believe in the value of diversity. As such, we are exploring partnerships with First Nations and new comer communities.

It has been an immense pleasure for all of us on the Board of Directors to work with the CEO of Women Entrepreneurs over the past year. Prabha brings energy and ideas to the table, as well as tangible results. She is a strong leader who believes in engaging employees to build on successes and to bring new initiatives into existence. Prabha is also a networker par excellence, and she works tirelessly to connect with businesspeople across the province – forging partnerships to strengthen the structure of support for female entrepreneurs.

It has been an absolute honour to serve as Chair of the Board of Women Entrepreneurs. My Board colleagues and I are inspired by the many women in this province who are following their dreams and building strong businesses that contribute to the Saskatchewan economy.

On behalf of the Board of Directors of Women Entrepreneurs of Saskatchewan, thank you to all of our members and supporters. No matter where you are in your business journey, remember “Sasipenita” – Cree for ‘never give up’.

Kellie Garrett, ACC, ICD.D, IABC Fellow
Board Chair



As the Chief Executive Officer of Women Entrepreneurs of Saskatchewan (W.E.S), it gives me great pleasure to welcome all conference delegates, our sponsors, speakers, special guests, board members and staff to our 2016 Business Conference Building a Legacy...Accelerating Growth and Innovation. I am humbled and honoured to represent this organization and inspired by the many women entrepreneurs across this province, who despite challenges and barriers, continue to achieve their dreams, and in the process, shape and influence the Saskatchewan economy.

Women are entering self-employment at high rates and in 2012, 47% of small and medium sized enterprises were owned by women. Women do not achieve scale to the same extent men do; some impediments being: access to capital; access to markets; access to networks and role models. In the upcoming years, Women Entrepreneurs of Saskatchewan will reflect a renewed emphasis on addressing barriers to achieving scale. There have been several programs that you will take note of in the Annual Report intended to support the aforementioned priority.



One of the significant accomplishments in the past year was the development of our new Vision, Mission and Values. The new Strategic Plan will serve as a compass for our future. Our strategic priorities focus on growth, sustainability and brand development.

As of March 31, 2016, W.E. had 906 members across Saskatchewan. The W.E. team has devoted much of its time assessing and determining the needs of our members. Subsequently, our programs, services and our training opportunities have been redesigned to ensure the needs of women entrepreneurs, at all stages of business, are being addressed.

W.E. has built a reputation as a valuable resource for women entrepreneurs in Saskatchewan.

Providing relevant programs and services and ensuring ongoing quality improvement is a fundamental element of our mandate.

I hope you enjoy Conference 2016 and the stellar slate of speakers. I invite you to leverage the extensive expertise that we have in our community and at the Conference. We also invite you to stop by the Tradeshow, forge new relationships and strengthen existing ties.

Farrah Gray, an American businessman, investor and philanthropist once said, "Build your own dreams, or someone else will hire you to build theirs."

Women Entrepreneurs of Saskatchewan shares that philosophy. We want to support and empower you to realize your entrepreneurial dreams; we are with you every step of the way!

Prabha Mitchell, CEO

Ready for the Future.

As we build on our history, W.E. will adopt a more dynamic approach focused on innovation and excellence. W.E. will work to enhance its training, engage with strategic partners, and deliver additional resources to its members to generate success.

Together with our members, W.E. will be competitive, relevant, and innovative.



Since 1995

- Almost 43,000 women have contacted the W.E. offices for information
- 4,372 women have accessed our Business Advising Program
- 698 loans have been approved for a total of \$35 million
- Over \$25.9 million has been leveraged as a result of W.E. lending
- 1,352 full-time equivalent (FTE) jobs have been created through the Loan Program
- 16,896 women have attended W.E. Business Development Workshops
- W.E. has an average of 900 members throughout the province

2015 - 2016 Key Performance Indicators & Outcomes:

1,906
Information Requests

324
Business Beginnings Session Participants

466
New Members

906
Total Members as of March 31, 2016

986
Business Advising Appointments

452
Loan Advising Appointments

29
Loans, Totalling \$2.7 Million

174.5
Full-time employment positions created and maintained through W.E. support

Expanding our Reach

W.E. Fact: This year, W.E. had 2,230 inquiries and Business Beginnings enrolments. Our commitment to assisting women succeed in business remains our primary focus. W.E. provides business advising services to assist our members in creating, growing and sustaining businesses in the Saskatchewan marketplace.

Investing in women yields positive returns.

W.E. Fact: This year W.E. approved 29 loans all contributing to the economic prosperity of Saskatchewan. Of these loans, 14 were new business start-ups, 6 were expansions loans, and 9 existing businesses were purchased. In total this past year, we lent \$2.8 million which leveraged an additional \$3.5 million and created and maintained 130 new full time positions province wide.

W.E. Fact: Over the past year W.E. business advisors met with 226 new clients. Our advisors jointly held 980 business advising appointments to assist clients with business plan development, general business counselling and referrals to specialized expertise, coaching and mentoring. With the support from our business advisors, our members secured \$1.583 million in external financing which created 44.5 full time equivalent jobs in our province.

Lending fosters business success.

W.E. Fact: W.E. administers a \$5M loan fund from Western Economic Diversification Canada providing financing up to \$150,000 to new or existing qualified businesses. Our loans and ongoing business support complement programs offered by traditional lenders and W.E. partners with other lenders to support business success in Saskatchewan.

Celebrating Women Entrepreneurs Week

May 9-15, 2016

Each year, the Government of Saskatchewan declares one week in May to be “**Women Entrepreneurs Week.**” The designation, since 1999, has assisted our organization in raising the awareness of women in business and in profiling successful women entrepreneurs.

“Women Entrepreneurs of Saskatchewan Inc. is grateful to the Government of Saskatchewan for proclaiming the week of May 9th as Women Entrepreneurs Week,” says W.E. CEO Prabha Mitchell. “This designation recognizes the impact and contributions made by women entrepreneurs across the province and also encourages investment and growth in business in Saskatchewan.”



Women Entrepreneurs of Saskatchewan Inc. celebrated its 20th Anniversary in 2015. The milestone provided the organization an opportunity to celebrate the accomplishments of the past and chart a new course for future. W.E. is focused on being more relevant, dynamic and innovative.

In recent months, the W.E. Board and CEO spent a considerable amount of time crafting W.E.'s Vision, Mission and Values Statements. They are as follows:

Vision: All Saskatchewan entrepreneurs have an equal opportunity to achieve success and recognition.

Mission Statement: We empower entrepreneurial women in Saskatchewan to succeed at all stages of business, through access to financing, knowledge, networks and advocacy.

Values:

Entrepreneurial: WE as an organization and a team of professionals, embodies the spirit of an entrepreneur. We demonstrate initiative in all aspects of business and embrace innovation and versatility as pillars for business success.

Excellence: WE is dedicated to providing the highest quality service and expertise. We continually challenge ourselves to provide innovative and relevant services and information to optimize success for our clients.

Diversity: Our ability to excel is based on our philosophy of identifying/seeking opportunities internally and externally, being mindful and receptive to change and embracing diversity from people to programs and services.



“Our new Vision, Mission and Values statements will guide our work into the future,” says W.E. Board Chair Kellie Garrett. “The essence of the new strategic plan is to create an innovative, sustainable, dynamic organization that reflects the values of its stakeholders.”

“Change is an essential component,” says W.E. CEO Prabha Mitchell. “Our new Vision, Mission and Values statements will be important to shape and influence the culture of our organization and garner the support of employees and other stakeholders.”

W.E. Accelerator Network

Women Entrepreneurs of Saskatchewan Inc. has embarked on a new and exciting initiative designed for the entrepreneur that has successfully operated and grown a business over many years.

The W.E. Accelerator Network held its first meeting in early February. The group is comprised of about 15 like-minded women entrepreneurs who are scaling up their business and in some cases considering succession planning. They meet on a regular basis. The mandate of this group is to share expertise, experiences and wisdom to support each other in achieving business goals and growth.

“W.E. continues to work to find new ways and new opportunities for women entrepreneurs to grow and expand their businesses,” says W.E. CEO Prabha Mitchell. “The Accelerator Network is providing participants with a platform to challenge, engage and inspire one another.”

PeerSpark Program

Women Entrepreneurs of Saskatchewan Inc. is excited about a new initiative that will further support our efforts to address the specific needs of women who are operating business-to-business focused ventures, have a strong desire to grow their businesses, and would benefit from peer support and guidance.

The PeerSpark program unites successful female entrepreneurs in their efforts to build confidence, improve their business acumen, and accelerate business success. Participants will develop their skills in an interactive setting, share experiences, build lasting relationships, and learn from experts. The PeerSpark community will work collectively to help each participant overcome critical business challenges.

The program has successfully operated in Alberta for the past two years, with past participants experiencing up to 30% growth in annual revenues.

PeerSpark is now being offered across Western Canada. If you meet the eligibility requirements, applications are now being accepted for our first program intake in September.

Building Business through Partnership: Raj Manek Mentorship Program

Establishing partnerships is pivotal to building a better business climate in Saskatchewan.

This year Women Entrepreneurs partnered with the Raj Manek Mentorship Program on two events.

The first, **Succession Planning: Everyone's Business** was designed for the business owner positioned for succession planning and featured a panel which included, among others, two well-known Saskatchewan business owners **Jack Brodsky**, former owner of the Saskatoon Blades Hockey Organization, and **Marion Ghiglione**, former owner of Handy Group of Companies.

Mr. Brodsky and Mrs. Ghiglione experienced succession or exit planning first-hand and shared their personal stories and lessons learned.

continued on next page



Succession Planning: Everyone's Business. Back Row (L-R): Colin Biblow (RBC Wealth Management), Rob Connoly (Westcap Mgt. Ltd.), Jack Brodsky (former co-owner Saskatoon Blades), Raj Manek Jr. (Odyssey Chartered Accountant), Regan Reineke (Deloitte), Mark Dollan (WMCZ Lawyers). Front Row (L-R): Marion Ghiglione (Former owner Handy Group of Companies), Monica Krueger (Global Infobrokers Inc.), Prabha Mitchell (Women Entrepreneurs) (Photo credit Trish Cheveldayoff)

Building Business by Networking

Shaken with a Twist

Shaken with a Twist is a popular, monthly networking event that W.E. is proud to co-host with the Greater Saskatoon Chamber of Commerce, and is sponsored by Trusted Saskatoon. This after-work event is held the 2nd Thursday of the month, from 5 to 7p.m., at Village Guitar & Amp Co. Each month we enjoy some wonderful appetizers and refreshments and hear an inspiring story from a successful businessperson.

Kick Off Your Heels Fiesta



2015 Kick off Your Heels Fiesta

Once again, W.E. partnered with Scotiabank, KPMG, Square One, and the W. Brett Wilson Centre for Entrepreneurial Excellence to host Kick off Your Heels Fiesta.

The event was held in late August at the Saskatoon Forestry Farm Park and Zoo and featured a Mexican theme. Everyone was treated to great food, courtesy of two Saskatoon Food Trucks: Scout Tex Mex and Rebel Melt. Many guests enjoyed the summer cocktails while others were found at the tequil a-tasting bar. There was also a traditional piñata, a photo booth, the always-popular high heel toss, and Salsa dance lessons.

The event raised \$1,500 for King George Elementary School in Saskatoon to financially support the school's technology needs.

Plans are already underway for this year's event, Kick off Your Heels Rio. Make sure you Save the Date, Tuesday, August 30th!

Building Business through Partnership: Raj Manek Mentorship Program con't

The second event, **Scaling Up for Success: Strategy, Impact and Outcomes** was designed for the business owner in the growing and expanding phase. The event featured a panel made up of 4 well-known, successful entrepreneurs including **Betty Anne-Latrice Henderson**, President of Airline Hotels and Resorts, **Greg Yuel**, President and CEO of PIC Investment Group Inc., **Ben Voss**, President of Morris Industries Ltd., and **Liza Kook**, Owner of Wet Paint Pottery in Saskatoon.

Once again the panel members shared stories about their entrepreneurial journey, the failures and challenges they experienced along the way, and the barriers encountered and surmounted.

Both events were well received with about 100 people in attendance at each event.

“The Raj Manek Mentorship Program believes in the power of collaboration,” says Kanchen Manek. “By partnering with Women Entrepreneurs, the Saskatoon business community was able to take advantage of the two high-demand seminars and learn from some of Saskatoon’s most successful entrepreneurs and business experts.”



Scaling Up for Success: Strategy, Impact and Outcomes. Back Row (L-R): Prabha Mitchell (Women Entrepreneurs), Ben Voss (Morris Industries Ltd.), Greg Yuel (PIC Investment Group Inc.), Liza Kook (Wet Paint Pottery). Front Row (L-R): Betty Anne Latrace-Henderson (Airline Hotels & Resorts), Terri Parent (BDC), and Jacqueline Wilson (Global TV) (Photo Credit Trish Cheveldayoff)



Scaling Up for Success: Strategy, Impact and Outcomes (Photo Credit Trish Cheveldayoff)

Business Planning: Federation of Saskatchewan Indian Nations

Women Entrepreneurs partnered with the Federation of Saskatchewan Indian Nations (FSIN) on a new initiative to offer free business planning training to Aboriginal women and youth.

A series of 3-day workshops were held in four communities; Saskatoon, Regina, North Battleford, and Prince Albert. W.E. Business Advisor, Linda Prafke, facilitated the workshops. The workshops were all well received, with about 20 people completing the training.

“The workshop was excellent, very informative and interactive,” says Tammy, a North Battleford participant. “It is worth the three-day investment for anyone who is considering developing a business.”



North Battleford (L-R): Carol Montour, Tanya Aguilar-Antiman, Robin Albert, Celicia Pete, Olivia Noon (Photo Credit Linda Prafke)



Regina. Back Row (L-R): Linda Prafke (Women Entrepreneurs), Leticia Racine, Cate Morris. Front Row (L-R): Ntwanis Piapot, Shelbi Dawn Pelletier, Lorna Flett (Photo Credit Linda Prafke)

Celebrating Sweet Success

In partnership with the Clarence Campeau Development Fund and Community Futures, Women Entrepreneurs held its signature event Sweet Success in five communities: Prince Albert, Saskatoon, Weyburn, Moose Jaw, and Regina.

Sweet Success is an annual event designed to showcase successful women entrepreneurs from across the province. All of our 2015 speakers did an amazing job sharing their stories, their challenges, and their accomplishments. Sweet Success also provides a platform to network while enjoying refreshments and scrumptious desserts.

For the first time, W.E. hosted Sweet Success in Weyburn. The event elicited high participation and engagement. It was a full house with about 60 people in attendance.

Stay tuned for locations and dates for 2016!



2015 Sweet Success Weyburn (Photo Credit Trish Cheveldayoff)

**WOMEN ENTREPRENEURS OF
SASKATCHEWAN INC.**

FINANCIAL STATEMENTS

March 31, 2016



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INDEPENDENT AUDITOR'S REPORT

To The Members of Women Entrepreneurs of Saskatchewan Inc.

We have audited the accompanying financial statements of Women Entrepreneurs of Saskatchewan Inc., which comprise the statement of financial position as at March 31, 2016, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Women Entrepreneurs of Saskatchewan Inc. as at March 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Professional Accountants, Chartered Accountants
Chartered Licensed Professionals

April 28, 2016
Regina, Saskatchewan

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
STATEMENT OF OPERATIONS
year ended March 31, 2016

	General Fund	Loan Fund	Angel Investment Fund	2016 Total	General Fund	Loan Fund	Angel Investment Fund	2015 Total
REVENUE								
Contributions - operating (Note 7)	\$ 940,228	\$ -	\$ -	\$ 940,228	\$ 973,930	\$ -	\$ -	\$ 973,930
Membership fees	81,000	-	-	81,000	72,700	-	-	72,700
Interest income	5,403	395,036	2,760	403,199	6,530	363,304	1,921	371,750
Other income	106,086	7,399	15	113,500	63,041	7,201	\$ -	70,247
	1,132,717	402,435	2,775	1,537,927	1,116,201	370,505	1,926	1,488,627
EXPENSES								
Operating - Schedule of expenses	561,997	-	-	561,997	617,924	-	-	617,924
Services to clients - Schedule of expenses	516,860	-	-	516,860	451,049	-	-	451,049
Direct loan costs	-	10,317	-	10,317	-	23,339	-	23,339
Provision for loan losses (Note 3)	-	108,691	-	108,691	-	153,367	-	153,367
	1,078,857	119,008	-	1,197,865	1,068,973	176,706	-	1,245,679
AMORTIZATION								
Amortization of capital assets	13,479	-	-	13,479	31,544	-	-	31,544
Amortization of deferred contributions on capital assets (Note 6)	(6,834)	-	-	(6,834)	(10,629)	-	-	(10,629)
	6,645	-	-	6,645	20,915	-	-	20,915
EXCESS OF REVENUES OVER EXPENSES	\$ 47,215	\$ 283,427	\$ 2,775	\$ 333,417	\$ 26,313	\$ 193,799	\$ 1,926	\$ 222,033

The accompanying notes are an integral part of the financial statements

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.

STATEMENT OF FINANCIAL POSITION
as at March 31, 2016

	General Fund	Loan Fund	Angel Investment Fund	2016 Total	2015 Total
CURRENT ASSETS					
Cash	\$ 567,831	\$ 618,709	\$ 2,722	\$ 1,189,262	\$ 1,618,525
Marketable securities	323,886	-	-	323,886	320,179
Accounts receivable	20,310	27,829	137	48,276	26,898
Prepaid expenses	28,365	468	-	28,833	39,436
Government remittances receivable	3,562	246	-	3,808	2,753
Current portion of loans receivable (Note 3)	-	1,446,554	6,272	1,452,826	1,247,927
	943,954	2,093,806	9,131	3,046,891	3,255,718
Loans receivable (Note 3)	-	5,051,013	47,289	5,098,302	4,502,520
Capital assets (Note 4)	8,835	-	-	8,835	16,217
	\$ 952,789	\$ 7,144,819	\$ 56,420	\$ 8,154,028	\$ 7,774,455
CURRENT LIABILITIES					
Accounts payable	\$ 21,826	\$ 28,464	\$ -	\$ 50,290	\$ 37,467
Accountable advance (Note 5)	93,676	-	-	93,676	81,250
	115,502	28,464	-	143,966	118,717
Deferred Revenue	122,432	-	-	122,432	100,788
Deferred contributions (Note 6)	7,573	-	-	7,573	8,310
	245,507	28,464	-	273,971	227,815
NET ASSETS					
Contributions to loan fund (Note 7)	-	5,000,000	50,000	5,050,000	5,050,000
Net assets invested in capital assets	1,261	-	-	1,261	7,906
Unrestricted net assets	706,021	2,116,355	6,420	2,828,796	2,488,734
	707,282	2,116,355	6,420	2,880,057	2,503,640
	\$ 952,789	\$ 7,144,819	\$ 56,420	\$ 8,154,028	\$ 7,774,455

The accompanying notes are an integral part of the financial statements

APPROVED BY THE BOARD

Lana Sheppard..... Director

B. Anderson..... Director

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
STATEMENT OF CHANGES IN NET ASSETS
as at March 31, 2016

	2015		2016		2015		2016	
	General Fund	Loan Fund	Angel Investment Fund	Total	General Fund	Loan Fund	Angel Investment Fund	Total
CONTRIBUTIONS TO I-LOAN FUND								
Balance, beginning of year	\$ -	\$ 5,000,000	\$ 50,000	\$ 5,050,000	\$ -	\$ 5,000,000	\$ 50,000	\$ 5,050,000
Contributions received from:								
Western Diversification (Note 7)	-	-	-	-	-	-	-	-
Angel Investment Fund (Note 7)	-	-	-	-	-	-	-	-
BALANCE, END OF YEAR	\$ -	\$ 5,000,000	\$ 50,000	\$ 5,050,000	\$ -	\$ 5,000,000	\$ 50,000	\$ 5,050,000
NET ASSETS INVESTED IN CAPITAL ASSETS								
Balance, beginning of year	\$ 7,906	\$ -	\$ -	\$ 7,906	\$ 28,821	\$ -	\$ -	\$ 28,821
Purchase of capital assets	6,097	-	-	6,097	1,070	-	-	1,070
Contributions received related to capital assets purchased	(6,097)	-	-	(6,097)	(1,070)	-	-	(1,070)
Amortization of deferred contributions on capital assets (Note 6)	(13,479)	-	-	(13,479)	(31,544)	-	-	(31,544)
BALANCE, END OF YEAR	\$ 6,834	\$ -	\$ -	\$ 6,834	\$ 10,629	\$ -	\$ -	\$ 10,629
UNRESTRICTED NET ASSETS								
Balance, beginning of year	\$ 652,161	\$ 1,832,928	\$ 3,645	\$ 2,488,734	\$ 604,933	\$ 1,639,134	\$ 1,719	\$ 2,245,786
Excess of revenues over expenses	47,215	283,427	2,775	333,417	26,313	193,794	1,926	222,033
Transfers:								
Net assets invested in capital assets	6,645	-	-	6,645	20,915	-	-	20,915
BALANCE, END OF YEAR	\$ 706,021	\$ 2,116,355	\$ 6,420	\$ 2,828,796	\$ 652,161	\$ 1,832,928	\$ 3,645	\$ 2,488,734

The accompanying notes are an integral part of the financial statements

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
STATEMENT OF CASH FLOWS
year ended March 31, 2016

	General Fund	Loan Fund	Angel Investment Fund	2016 Total	2015 Total
OPERATING ACTIVITIES					
Excess of revenues over expenses	\$ 47,215	\$ 283,427	\$ 2,775	\$ 333,417	\$ 222,033
Items not affecting cash					
Amortization of capital assets	13,479	-	-	13,479	31,544
Amortization of deferred contributions on capital assets	(6,834)	-	-	(6,834)	(10,629)
Provision for loan losses	-	108,691	-	108,691	153,367
Changes in non-cash working capital items					
Accounts receivable	(14,807)	(6,614)	43	(21,378)	(3,342)
Prepaid expenses	10,981	(378)	-	10,603	(10,926)
Government remittances receivable	(955)	(100)	-	(1,055)	(1,694)
Accounts payable	12,645	178	-	12,823	(21,751)
Deferred Revenue	21,644	-	-	21,644	9,934
Accountable advance	12,426	-	-	12,426	1,435
	95,794	385,204	2,818	483,816	369,971
INVESTING ACTIVITIES					
Increase in marketable securities	(3,707)	-	-	(3,707)	(4,232)
Loans disbursed	-	(2,769,215)	(26,500)	(2,795,715)	(2,385,590)
Loan repayments	-	1,879,275	7,068	1,886,343	1,767,560
Purchase of capital assets	(6,097)	-	-	(6,097)	(1,070)
	(9,804)	(889,940)	(19,432)	(919,176)	(623,332)
FINANCING ACTIVITIES					
Contributions received related to capital assets purchased	6,097	-	-	6,097	1,070
	6,097	-	-	6,097	1,070
INCREASE (DECREASE) IN CASH DURING THE YEAR					
	92,087	(504,736)	(16,614)	(429,263)	(252,291)
CASH, BEGINNING OF YEAR	475,744	1,123,445	19,336	1,618,525	1,870,816
CASH, END OF YEAR	\$ 567,831	\$ 618,709	\$ 2,722	\$ 1,189,262	\$ 1,618,525

The accompanying notes are an integral part of the financial statements

**WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
NOTES TO THE FINANCIAL STATEMENTS
year ended March 31, 2016**

1. PURPOSE OF ORGANIZATION

Women Entrepreneurs of Saskatchewan Inc. (the "Organization") was incorporated March 14, 1995 under the Non-Profit Corporations Act of Saskatchewan and commenced operations on June 1, 1995. The Overarching End of the Organization is "A business culture in which the barriers to success, recognition and advancement of women entrepreneurs in Saskatchewan are eliminated".

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles for not-for-profit organizations and reflect the following significant accounting policies.

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the provision for doubtful loans and the carrying amounts of capital assets. Actual results could differ from those estimations.

Fund Accounting

Revenues and expenses related to service delivery and operating activities are reported in the General Fund.

The Loan and Angel Investment Funds report the assets, liabilities, revenues and expenses related to the Organization's loan and equity programs.

Revenue Recognition

The Organization follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Loan Fund contributions are recognized as direct increases in the Loan Fund.

Angel Investment Fund contributions are recognized as direct increases in the Angel Investment Fund.

**WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
NOTES TO THE FINANCIAL STATEMENTS
year ended March 31, 2016**

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial Instruments

Financial assets and financial liabilities are initially recognized at fair value. The Organization subsequently measures its financial assets and financial liabilities at amortized cost, except for marketable securities, which the Organization measures at fair value. Changes in fair value are recognized in the statements of operations and net assets.

Financial assets measured at amortized cost include accounts receivable, contributions receivable, loans receivable and government remittances receivable. Financial liabilities measured at amortized cost include accounts payable and government remittances payable.

Loans Receivable

Loans are stated at their principal amount, net of anticipated losses. A loan is classified as non-performing when management has determined that there is a reasonable doubt as to the ultimate collectability of principal or interest. The provision for doubtful loans is established on a loan-by-loan basis for specifically identified probable losses on loans receivable. In addition, a general provision is provided against unidentified future losses.

The Organization evaluates each borrower's creditworthiness on a case-by-case basis. The amount of collateral obtained, if deemed necessary, by the Organization upon extension of credit is based on management's credit evaluation of the borrower. Collateral held varies but may include accounts receivable, inventory, property, plant and equipment and income-producing commercial properties.

The Organization's activity is centered on women entrepreneurs in Saskatchewan. The Organization maintains a diversified portfolio with no significant industry concentrations of credit risk. Loans are extended under the Organization's normal credit standards, controls, and monitoring features. Most credit commitments are short-term in nature, have fixed rates of interest, and maturities generally do not exceed five years.

Interest Rate Policy

Interest rates on all loans are fixed at the time of approval. There is no further accrual of interest on loans when there is doubt by management regarding the collectability of principal or interest. At that time, the reversal of any accrued and unpaid interest is reported as a reduction of current year's earnings. Subsequent collection of amounts due are reported as interest income only when management determines the collectability of the loan is no longer in doubt.

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
NOTES TO THE FINANCIAL STATEMENTS
year ended March 31, 2016

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Capital Assets

Capital assets are recorded in the General Fund at cost. Amortization is provided on a straight-line basis over the assets' estimated useful lives, which are as follows:

Office furniture	5 years
Signage	5 years
Leasehold improvements	5 years
Computer equipment	3 years
Computer software	5 years

3. LOANS RECEIVABLE

Loans receivable consist of the following:

	<u>2016</u>	<u>2015</u>
Loans Receivable - performing	\$ 7,093,881	6,382,647
Loans Receivable - non-performing	179,199	2,946
	<u>7,273,080</u>	<u>6,385,593</u>
Less provision for doubtful loans - specific items	(699,467)	(507,698)
Less provision for doubtful loans - general provision	(22,485)	(127,448)
	<u>(721,952)</u>	<u>(635,146)</u>
	6,551,128	5,750,447
Less current portion	(1,452,826)	(1,247,927)
Long-term loans receivable, end of year	<u>\$ 5,098,302</u>	<u>4,502,520</u>

Loans in the non-performing category are loans that are in default. Performing loans are loans for which the Organization is receiving regular payments.

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
NOTES TO THE FINANCIAL STATEMENTS
year ended March 31, 2016

3. LOANS RECEIVABLE (continued)

The change in the provision for doubtful loans during the year is as follows:

	<u>2016</u>	<u>2015</u>
Provision for doubtful loans, beginning of year	\$ 635,147	\$ 649,639
Loans written off (net of assets seized)		
Provided for in previous years	(21,886)	(167,859)
Current year increase in provision	<u>108,691</u>	<u>153,367</u>
Provision for doubtful loans, end of year	<u>\$ 721,952</u>	<u>\$ 635,147</u>

At March 31, 2016 the Organization had approved but not disbursed loans from the loan fund in the amount of \$316,310 (2015 – \$389,600) and from the Angel Investment Fund in the amount of \$0 (2016 - \$18,000).

The maturity dates and average effective interest rates for the loan portfolio are as follows:

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021 and thereafter</u>	<u>2016 Total</u>	<u>2015 Total</u>
Effective rate	5.85%	6.00%	5.98%	5.87%	5.88%	5.92%	5.93%
Carrying value	\$ 1,474,391	\$ 1,365,316	\$ 1,257,735	\$ 1,146,019	\$2,029,619	\$ 7,273,080	\$ 6,385,593

4. CAPITAL ASSETS

	<u>2016</u>			<u>2015</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Computer equipment	\$ 80,833	\$ 74,165	\$ 6,668	\$ 5,331
Computer software	7,807	5,639	2,168	3,671
Office furniture	21,945	21,945	-	571
Signage	9,403	9,403	-	685
Leasehold improvements	<u>161,983</u>	<u>161,983</u>	<u>-</u>	<u>5,959</u>
	<u>\$ 281,971</u>	<u>\$ 273,136</u>	<u>\$ 8,835</u>	<u>\$ 16,217</u>

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
NOTES TO THE FINANCIAL STATEMENTS
year ended March 31, 2016

5. ACCOUNTABLE ADVANCE

The accountable advance is equal to the amount advanced from Western Diversification (“WD”) less the expenses and is net of revenue from other sources in the fiscal year amounting to \$28,676 (2015 - \$0). It also includes additional funds advanced to WE in this period of \$65,000 (2015 - \$81,250) relating to the next fiscal year. The funding advance is amended in the WD Project Scope Cash Flow for the following fiscal year.

6. DEFERRED CONTRIBUTIONS

Deferred contributions are related to capital assets and include the unamortized portions of restricted contributions from the Department of Western Economic Diversification (“Western Diversification”) toward the purchase of capital assets.

The changes for the year in the deferred contributions balance are as follows:

	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 8,310	\$ 17,869
Contributions from Western Diversification	6,097	1,070
Amounts amortized to revenue	<u>(6,834)</u>	<u>(10,629)</u>
Balance, end of year	<u>\$ 7,573</u>	<u>\$ 8,310</u>

7. CONTRIBUTIONS

Pursuant to a 1995 agreement with Western Diversification, the Loan Fund and General Fund start up and operating costs of the Organization were funded by Western Diversification for a period of five years. The original agreement expired in 2000 and has been renewed until March 31, 2018. Contributions are received or receivable based upon actual claims.

Contributions to the Loan Fund are received from Western Diversification and are conditionally repayable if certain conditions specified in the agreement for funding are not met. These contributions are restricted in that the contributions are only available for the purpose of making loans to businesses owned by women meeting the conditions established by the Organization’s loan policy.

Revenues derived from fees for services and/or funds raised from other sources have been applied either to the enhancement of services incremental to the Organization or towards a GIC investment established to provide funding if the Western Diversification agreement was not extended in the future. The Organization is in compliance with the conditions of the Western Diversification Funding Agreement.

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
NOTES TO THE FINANCIAL STATEMENTS
year ended March 31, 2016

7. CONTRIBUTIONS (continued)

Angel Investment Fund

During the financial year ended March 31, 2013, the Organization received a monetary gift of \$50,000 from North Prairie Development.

A new fund called the Angel Investment Fund was established. The intent of the Angel Investment Fund is to operate as an ongoing fund whereby the repaid loans, interest paid thereon, and any losses incurred will all be attributed back to the Angel Investment Fund.

The funds are restricted and loans from the Fund shall only be made to applicants who are also receiving a loan from the Organization for the same project and purpose and who do not have the cash resources necessary to meet the equity contribution requirement without assistance.

8. COMMITMENTS

The Organization is committed to facilities and certain office equipment leases from various suppliers. Future payments required over the next three years under these agreements are as follows:

2017	\$	134,244
2018		134,244
2019		18,800

9. FINANCIAL INSTRUMENTS

Significant Terms and Conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.
NOTES TO THE FINANCIAL STATEMENTS
year ended March 31, 2016

9. FINANCIAL INSTRUMENTS (continued)

Concentration of Credit Risk

Credit risk is the risk that the interest and/or principal, of a fixed income investment, will be defaulted upon and a loss incurred.

Financial instruments, which potentially subject the Organization to concentrations of credit risk, consist principally of loans receivable. Management is not aware of any concentrations of loans to classes of borrowers or industries that would be similarly affected by economic conditions. Although the Organization's loan portfolio is diversified, a substantial portion of its borrowers' ability to honor the terms of their loans is dependent on business and economic conditions in Saskatchewan.

Interest Rate Risk

Interest rate risk refers to the adverse consequences of interest rate changes on the Organization's cash flows. This risk arises from differences in the timing and amount of cash flows related to the Organization's assets and liabilities.

To manage the interest rate risk, the Organization has adopted an approach whereby loans are given with an interest rate of prime plus 3%. Therefore, if the prime interest rate changes, the interest rate on the Organization's loans will also change.

Liquidity Risk

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of cash flows.

WOMEN ENTREPRENEURS OF SASKATCHEWAN INC.

SCHEDULE OF EXPENSES
year ended March 31, 2016

	2016	2015
OPERATING		
Board costs	\$ 12,139	\$ 17,317
Conferences and memberships	4,579	4,475
Insurance	6,705	6,614
Library	482	779
Marketing and research	15,436	26,572
Office rent (Note 8)	158,409	149,553
Office supplies	9,435	8,499
Postage and courier	3,652	3,912
Printing	15,864	12,128
Professional development	785	1,413
Professional fees	20,749	21,141
Salaries and benefits	239,575	300,821
Telephone	11,531	10,885
Travel	17,405	17,106
Utilities and maintenance	45,251	36,709
	\$ 561,997	\$ 617,924
SERVICES TO CLIENTS		
Annual general meeting	\$ 28,766	\$ 25,776
Consultants	105,027	59,896
Entrepreneur awards	10,460	8,610
Other	1,287	1,415
Publications	14,585	4,409
Rural events, circles and members	8,698	6,525
Salaries and benefits	312,796	324,136
Special project expense	15,294	-
Training	19,947	20,282
	\$ 516,860	\$ 451,049

NOTES







**WOMEN ENTREPRENEURS
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