

# **Saskatchewan Horse Federation Inc.**

## **Financial Statements**

Year Ended December 31, 2019

**Independent Auditor's Report**

**Balance Sheet**

**Statement of Revenue and Expenditures**

**Statement of Accumulated Surplus**

**Statement of Cash Flows**

**Notes to Financial Statements**

**Schedules to Financial Statements**

## **Independent Auditor's Report**

To the Members of Saskatchewan Horse Federation Inc.:

### ***Opinion***

I have audited the financial statements of Saskatchewan Horse Federation Inc. (the Entity), which comprise the statement of financial position as at December 31, 2019, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2019 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.

### ***Basis for Opinion***

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Entity in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

**INDEPENDENT AUDITORS' REPORT** *(continued)*

- Identify and assess the risks of material misstatement of the financial statements (whether due to fraud or error), design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going-concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements (including the disclosures), and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



March 5, 2020  
Regina, Saskatchewan

Robert D. Szautner  
Chartered Professional Accountant

**Saskatchewan Horse Federation Inc.**  
**Statement of Financial Position as at December 31**

	<b>2019</b>	<b>2018</b>
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	\$ 280,130	\$ 271,944
Accounts Receivable	8,359	7,983
Goods and Services Tax Rebate Receivable	3,702	4,553
Prepaid Expenses	10,679	4,469
Inventory	2,206	1,823
	<b>305,076</b>	290,772
Investments (Note 3)	358,618	346,189
Capital Assets (Note 4)	11,644	15,833
Restricted cash (Note 6)	41,458	39,395
	<b>\$ 716,796</b>	\$ 692,189
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable & Accrued Liabilities	\$ 9,619	\$ 30,898
Deferred Revenue (Note 5)	303,862	305,529
Deferred Pegasus Fund Revenue (Note 5)	41,458	39,395
	<b>354,939</b>	375,822
<b>Accumulated Surplus</b>		
Unappropriated Surplus	321,846	285,356
Revenue Stabilization Reserve (Note 6)	31,011	31,011
High Performance Reserve Fund (Note 6)	9,000	-
	<b>361,857</b>	316,367
	<b>\$ 716,796</b>	\$ 692,189

See accompanying notes to financial statements

**Approved on Behalf of the Board**

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 Director

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 Director

# Saskatchewan Horse Federation Inc.

## Statement of Revenue and Expenditures

For the Year Ended December 31

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	2019	2018
<b>Revenue</b>		
Competitions/Clinics	\$ 48,590	\$ 62,614
Donations	750	750
Fundraising (net) (Schedule 1)	22,031	22,741
Grants (Schedule 2)	5,000	-
Interest Income	21,214	(3,154)
Memberships (net) (Schedule 3)	146,609	137,295
Other	307	109
Sales (net) (Schedule 4)	20,274	10,041
Sask Lotteries Trust Fund Grants (Schedule 5)	414,300	406,000
Sponsorships	4,850	7,201
Team and Athlete Fees	1,960	2,625
	<u>685,885</u>	<u>646,222</u>
<b>Expenditures</b>		
Administration (Schedule 6)	323,207	311,679
Capacity and Interaction (Schedule 7)	79,046	101,410
Membership Assistance Program Grants (Note 9)	66,800	69,400
Excellence (Schedule 8)	81,771	106,420
National Affiliation Fees	12,030	11,040
Participation (Schedule 9)	76,791	79,516
Elgin Bracken Fund Expense	750	750
	<u>640,395</u>	<u>680,215</u>
<b>Net (Expenditures)/Revenue For The Year</b>	<u><u>\$ 45,490</u></u>	<u><u>\$ (33,993)</u></u>

See accompanying notes to financial statements

## Saskatchewan Horse Federation Inc.

### Statement of Accumulated Surplus

For the Year Ended December 31

	Revenue Stabilization Reserve	High Performance Reserve	Unappropriated Surplus	<b>2019</b>	2018
<b>Accumulated Surplus</b>					
<b>At the Beginning of the Year</b>	\$ 31,011	\$ -	\$ 285,356	<b>\$ 316,367</b>	\$ 363,783
Net (Expenditures) Revenue for the Year	-	-	45,490	<b>45,490</b>	(33,993)
Prior period adjustment	-	-	-	-	(13,423)
Transfer to (from) reserve	-	9,000	(9,000)	-	-
<b>Accumulated Surplus</b>					
<b>At the End of the Year</b>	<b>\$ 31,011</b>	<b>\$ 9,000</b>	<b>\$ 321,846</b>	<b>\$ 361,857</b>	<b>\$ 316,367</b>

See accompanying notes to financial statements

## Saskatchewan Horse Federation Inc.

### Statement of Cash Flows

For the Year Ended December 31

	2019	2018
<b>Cash Provided by (Used In) Operations</b>		
Net (Expenditure) Revenue for the Year	\$ 45,490	\$ (33,993)
Items not involving cash:		
Amortization	4,189	4,189
Adjustments to reconcile Net Income to cash provided by operating activities:		
(Increase) Decrease in:		
Accounts Receivable	(376)	4,752
Goods and Services Tax Rebate Receivable	851	112
Prepaid Expenses	(6,210)	(1,137)
Inventory	(383)	222
Increase (Decrease) in:		
Accounts Payable	(21,279)	4,501
Deferred Revenue	(1,667)	22,422
Deferred Pegasus Fund Revenue	2,063	2,664
<b>Cash provided by (used for) operations</b>	<b>22,678</b>	<b>3,732</b>
<b>Investing Activities</b>		
Proceeds on disposal of investments	346,189	60,236
Purchase of investments	(358,618)	-
Purchase of capital assets	-	(6,730)
<b>Cash provided by (used for) investing</b>	<b>(12,429)</b>	<b>53,506</b>
Increase (decrease) in cash during the year	<b>10,249</b>	<b>57,238</b>
Cash Position at the beginning of the Year	<b>311,339</b>	<b>254,101</b>
<b>Cash Position at the end of the Year</b>	<b>\$ 321,588</b>	<b>\$ 311,339</b>
Cash Consists of:		
Cash in Bank	\$ 280,130	\$ 271,944
Invested in Sport Legacy Fund	41,458	39,395
	<b>\$ 321,588</b>	<b>\$ 311,339</b>

See accompanying notes to financial statements

# Saskatchewan Horse Federation Inc.

## Notes to Financial Statements For the Year Ended December 31, 2019

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### 1. Purpose of the Association

The Saskatchewan Horse Federation Inc. (the "Federation") is incorporated under The Non-profit Corporations Act of Saskatchewan. The Saskatchewan Horse Federation Inc. is the provincial body which represents the sport, recreation and industry of horse.

### 2. Significant Accounting Policies

#### a) Accounting Policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles using Accounting Standards for Not for Profit Organizations, Part III of the Canadian Institute of Chartered Accountants (CICA) Handbook.

#### b) Investments

Investments consist of guaranteed investment certificates, fixed income investments with maturity dates of greater than twelve months from the date of acquisition.

#### c) Inventory

Inventories are valued at the lower of cost and net realizable value, with cost being determined using the first in first out method.

#### d) Capital Assets

Capital assets are accounted for at cost and amortized using rates intended to amortize them over their useful lives. Capital assets with a cost less than \$1,500 are expensed in the year of acquisition. Capital assets are depreciated using the straight line method and the following rates:

Computer equipment	3 years
Furniture and equipment	10 years

#### e) Revenue Recognition

The Saskatchewan Horse Federation Inc. follows the deferral method of accounting for contributions and grants. Memberships, donations and sponsorships are recorded as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Interest is recorded in the period earned. Membership Assistance Program grants received by the corporation are remitted to local horse associations and clubs during the course of the year. Operating and other grants are recognized as revenue as they are earned. Grants for specific projects are recognized concurrent with project expenditures. Induction dinner revenue is recognized in the period the dinner is held. Raffle ticket revenue is recognized in the period the draw is held.



# Saskatchewan Horse Federation Inc.

## Notes to Financial Statements For the Year Ended December 31, 2019

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### 2. Significant Accounting Policies continued

#### f) Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary, they are reported in earnings in the period in which they become known.

#### g) Financial Instruments

The Federation initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Federation subsequently measures all its financial assets and financial liabilities at amortized cost, except for cash and investments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in income in the year in which the changes occur.

Transaction costs are recognized in income in the period incurred, except for financial instruments that will be subsequently measured at amortized cost. Transaction costs associated with the acquisition and disposal of fixed income investments are capitalized and are included in the acquisition costs or reduce proceeds on disposal. Investment management fees associated with the index pooled funds are expensed as incurred.

Financial assets measured at amortized cost include accounts receivable and investments in guaranteed investment certificates and fixed income investments.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Financial assets measured at fair value include investments quoted in an active market.

At the end of each reporting period, the Federation assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. If there is an indication of impairment, the Federation determines whether a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset. If the Federation identifies a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it reduces the carrying amount of the asset to the higher of the present value of the expected cash flows or the amount that could be realized from selling the financial asset.

Any impairment of the financial asset is charged to income in the period in which the impairment is determined. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the extent of the improvement, but not in excess of the impairment loss. The amount of the reversal is recognized in income in the period the reversal occurs.

## Saskatchewan Horse Federation Inc.

### Notes to Financial Statements For the Year Ended December 31, 2019

#### 3. Investments

Investments consist of the following:

	2019	2018
<u>Term Deposits</u>		
CIBC GIC, 2.5% maturing Mar 4, 2020	\$ 179,300	\$ -
CIBC GIC, 2.55% maturing Mar 4, 2021	179,318	-
<u>Mutual Funds</u>		
CIBC short term bond fund	-	210,975
CIBC monthly income fund	-	135,214
	<b>\$ 358,618</b>	<b>\$ 346,189</b>

#### 4. Capital Assets

Capital assets consist of the following:

	Capital Cost	Accumulated Amortization	2019 Net Book Value	2018 Net Book Value
Computer equipment	8,245	6,982	1,263	4,011
Furniture and equipment	14,410	4,029	10,381	11,822
	<b>\$ 22,655</b>	<b>\$ 11,011</b>	<b>\$ 11,644</b>	<b>\$ 15,833</b>

#### 5. Deferred Revenue

Deferred revenue consists of the following:

	2019	2018
Annual Funding	\$ 178,950	\$ 173,750
Membership Assistance Program	59,700	66,800
Membership revenues	38,501	42,732
Government grants	5,000	5,000
Sponsorship	500	-
Unspent raffle proceeds	21,211	17,247
	<b>\$ 303,862</b>	<b>\$ 305,529</b>

Deferred Pegasus Fund Revenue are funds that have been donated to the Pegasus Fund by members and are currently being held by the National Sport Trust Fund. The funds earn 5% a year and must remain in the fund for at least five years in order to receive this return. When the funds are withdrawn for use they will be brought into operating income.

#### 6. Appropriated Surplus

The Board of Directors have designated funds as a reserve against possible future decreases in revenues to be able to continue services until additional funds can be arranged. In 2019, the Board also designated \$9,000 to a High Performance Reserve Fund.

# Saskatchewan Horse Federation Inc.

## Notes to Financial Statements For the Year Ended December 31, 2019

### 7. Financial Instruments and Risk

The Federation's recognized financial instruments consist of cash, investments, accounts receivable and accounts payable.

#### Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Federation is exposed to credit risk on the accounts receivable from its members, however, does not have a significant exposure to any individual customer or counterpart. In order to reduce its credit risk, the Federation regularly reviews outstanding accounts receivable.

#### Liquidity Risk

Liquidity risk is the risk that the Federation will not be able to meet its financial obligations as they come due. The Federation manages liquidity by maintaining adequate cash on hand to provide for the ongoing management and operations of the Federation. In addition, the Federation continuously monitors and reviews both actual and forecasted cash flows.

#### Market Risk

The market risk associated with investments is minimized substantially by ensuring that these assets are invested in guaranteed investment certificates or bonds. The rates of these investments are fixed at rates similar to market interest rates.

#### Interest Risk

The Corporation is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed rate instruments subject the Corporation to a fair value risk while the floating rate instruments subject it to a cash flow risk.

### 8. Economic Dependence

Saskatchewan Horse Federation Inc. currently receives significant revenue in grants from Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation. As a result, the organization is dependent upon the continuance of these grants to maintain operations at their current level.

### 9. Map Grants

During the year, the Federation allocated the following Membership Assistance Program Grants (MAP) to the following associations:

Club Name		<u>2019</u>	<u>2018</u>
Aberdeen Sunset Riders	\$	850	\$ 1,060
Battlefords Quarter Horse Club Inc.		1,000	1,060
Bengough Agricultural Society Inc.		850	800
Biggar Recreational Valley Inc.		1,000	1,150
Cadillac Light Horse Club		850	970
Canadian Ranch Roping Association		1,000	1,060
Canadian Thoroughbred Horse Society		1,000	1,060
Carrot River Light Horse Club		1,000	970
Classique Equestrian Club Inc.		850	970
Corman Park Horse Riders		1,000	1,060

## Saskatchewan Horse Federation Inc.

### Notes to Financial Statements For the Year Ended December 31, 2019

#### 9. Map Grants continued

Club Name	<u>2019</u>	<u>2018</u>
Davidson Riding Club	-	800
Delisle Riding Club	850	672
Dusty Riders 4H Light Horse	850	970
Equine Elite 4H Club	850	-
Esterhazy Team Penners	850	970
Glenavon and District Agriculture Society	850	970
Grasslands Hunter Jumper Association	-	800
Grasswood Fillies Inc.	1,000	1,060
Heartland Light Horse 4H Club	1,000	1,060
Heartland Pony Club	1,000	-
HMR Sport Horse Club Inc.	1,000	1,200
Kelvington Ag Society	850	1,060
Kingskettle Pony Club	850	800
Last Mountain Riding Club	850	970
Livelong Trail Club	623	-
Living Skies Pony Club	850	970
Maple Creek Light Horse Association	1,000	1,060
Melfort Agricultural Society	1,000	1,060
Melfort Trailblazers 4H Club	850	970
Melville & District Agripark Association	1,075	1,060
Midwest Miniature Horse & Pony Club	850	800
Moose Jaw Exhibition Company	1,075	-
Moose Mountain Trail Riders	1,000	1,060
Nokomis Agricultural Society Inc.	850	-
Norsask Riders	850	970
Over the Top Vaulters	850	-
Park Valley Pony Club	1,000	1,150
Parkland Riding Club	850	800
Pierceland Riding Club	-	800
Prairie Arabian Working Western & Sport Horse Association	1,075	-
Prairie Carriage Driving Club	-	1,060
Prairie Mentoring Centre for Therapeutic	1,201	1,200
Prairie N Forest Equestrian Club	850	1,060
Prince Albert & District Riding Club	-	1,150
Queen City Trailblazer Pony Club	-	1,150
Red Deer Saddle Club	-	1,060
Regina District Dressage Association	1,201	1,150
Sandcastle Riding Club Inc.	1,201	1,200
Sask 4H Council	1,000	-
Sask Appaloosa Horse Club	1,075	1,200
Sask Arabian Horse Association	1,201	1,200
Sask Clydesdale Association	850	978
Sask Cowboy Dressage Inc.	1,075	1,150
Sask Cowboy Mounted Shooting Association	638	1,060
Sask Cutting Horse Association	1,201	1,200
Sask Draft and Driving Association	850	800

## Saskatchewan Horse Federation Inc.

### Notes to Financial Statements For the Year Ended December 31, 2019

#### 9. Map Grants continued

Club Name	<u>2019</u>	<u>2018</u>
Sask Hunter Jumper Association	1,201	1,060
Sask Morgan Horse Club	1,000	-
Sask Paint Horse Club	1,201	1,150
Sask Quarter Horse Association	1,201	-
Sask Reined Cow Horse Association	-	1,200
Sask Reining Horse Association	1,201	1,200
Sask Riding Clubs Association	1,201	1,200
Sask Team Cattle Penning Association	1,201	1,200
Sask Team Penning Association	-	1,060
Sask Valley Riding Club	850	1,060
Sask Western Dressage Association	1,075	1,150
Sask Working Teamsters Association	1,000	1,150
Sask Outback Riding Club	850	-
Saskatoon Dressage Club	1,201	1,150
Saskatoon Team Penning Club	1,201	-
Shaunavon/Admiral Agriculture	1,000	1,060
Sunshine Vaulters	850	800
Swift Current Agricultural & Exhibition	1,075	1,150
Twin Valley Riding Club	1,075	1,060
Val Marie 4H Light Horse Club	1,075	1,060
Victoria Plains Horse Club	-	760
Wheels & Saddles Drive / Riding	1,000	1,060
Wood Mountain Wagon Train	-	1,060
<b>Total MAP Grants</b>	<b>\$ 66,800</b>	<b>\$ 69,400</b>

#### 10. Donated Services

The work of the Federation is dependent on the voluntary services of many members. Since these services are not normally purchased by the Federation and because of the difficulty of determining their fair value, donated services are not recognized in these financial statements.

#### 11. Income Tax Status

The Federation is exempt from income tax as a non-profit organization.

#### 12. Commitments

The Federation is committed to minimum lease payments on operating leases related to the administration of the Federation as follows:

2020	\$	1,560
2021	\$	1,560
2022	\$	1,560
2023	\$	390

**Saskatchewan Horse Federation Inc.**  
**Revenue Schedules to Financial Statements**  
For the Year Ended December 31

	<b>2019</b>	2018
<b>Schedule of Fundraising (net of expenses)</b>		
Schedule 1		
Equine Expo	\$ 7,500	\$ 7,000
Grant - SLGA	6,331	6,808
Raffle revenue	36,040	39,555
Raffle expense	(23,876)	(26,798)
Raffle proceeds deferred to next year	(3,964)	(3,824)
	<b>\$ 22,031</b>	<b>\$ 22,741</b>
	<b>\$ 22,031</b>	<b>\$ 22,741</b>

**Schedule of Grants**  
Schedule 2

Government of Saskatchewan	\$ 5,000	\$ -
	<b>\$ 5,000</b>	<b>\$ -</b>
	<b>\$ 5,000</b>	<b>\$ -</b>

**Schedule of Memberships (net of expenses)**  
Schedule 3

Individuals	\$ 120,865	\$ 110,400
Corporate	26,320	26,895
Membership registration fees	(576)	-
	<b>\$ 146,609</b>	<b>\$ 137,295</b>
	<b>\$ 146,609</b>	<b>\$ 137,295</b>

**Schedule of Sales (net of expenses)**  
Schedule 4

Insurance/sanctioning Revenue	\$ 31,811	\$ 25,735
Insurance/sanctioning Expense	(16,805)	(18,434)
Manual sales	4,041	2,347
Western Horse Review Revenue	2,678	1,402
Western Horse Review Expense	(1,451)	(1,009)
	<b>\$ 20,274</b>	<b>\$ 10,041</b>
	<b>\$ 20,274</b>	<b>\$ 10,041</b>

**Saskatchewan Horse Federation Inc.**  
**Revenue Schedules to Financial Statements**  
For the Year Ended December 31

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**2019**      2018

**Schedule of Sask Lotteries Trust Fund Grants**  
Schedule 5

Saskatchewan Lotteries Trust Fund		
Annual Funding	<b>\$ 347,500</b>	\$ 337,400
Membership Assistance Program	<b>66,800</b>	68,600
	<b>\$ 414,300</b>	<b>\$ 406,000</b>

**Saskatchewan Horse Federation Inc.**  
**Expenditures Schedules to Financial Statements**

For the Year Ended December 31

	2019	2018
<b>Schedule of Administration</b>		
Schedule 6		
Audit	\$ 4,883	\$ 4,665
Amortization	4,189	4,189
Bank charges	7,000	8,010
Bookkeeping	2,127	2,067
Insurance	7,722	6,721
Legal Fees	826	15
Office Operations	51,585	50,290
Salaries and Benefits	239,196	234,112
Staff Travel and Recruitment	5,195	1,610
Staff Recognition	484	-
	<b>\$ 323,207</b>	<b>\$ 311,679</b>

**Schedule of Capacity and Interaction**

Schedule 7

Awards and Recognition	\$ 21,705	\$ 21,466
Communication	2,569	2,133
Conference/Symposiums	86	981
Health and Welfare Workshops	6,022	-
Marketing and Promotion	14,079	27,370
Meetings - AGM	7,245	10,257
Meetings - Board and Committee	21,742	20,450
Meetings - National	4,256	5,912
Members Outreach	472	-
Memberships	210	1,235
Planning Sessions	-	10,431
Professional Leadership Development	660	1,175
	<b>\$ 79,046</b>	<b>\$ 101,410</b>



**Saskatchewan Horse Federation Inc.**  
**Expenditures Schedules to Financial Statements**  
For the Year Ended December 31

	<b>2019</b>	2018
<b>Schedule of Excellence</b>		
Schedule 8		
Athlete Development		
Athlete Assistance	<b>\$ 18,650</b>	\$ 21,250
Competition	<b>33,966</b>	33,343
Talent ID	-	21,739
Training	<b>79</b>	209
Coaching Development	<b>3,168</b>	5,536
Officials Development	<b>3,817</b>	3,333
Salaries and Benefits	<b>22,091</b>	21,010
	<b>\$ 81,771</b>	<b>\$ 106,420</b>

**Schedule of Participation**  
Schedule 9

Athlete Development		
Competitions	<b>\$ 37,213</b>	\$ 40,604
Introductory Programs	<b>10,664</b>	12,020
Target Group Initiatives	<b>100</b>	-
Coaching Development	<b>5,048</b>	4,225
Officials Development	<b>1,675</b>	1,657
Salaries and Benefits	<b>22,091</b>	21,010
	<b>\$ 76,791</b>	<b>\$ 79,516</b>