

Financial Statements of

**UNITED WAY / CENTRAIDE
WINDSOR – ESSEX COUNTY**

Year ended December 31, 2006



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AUDITORS' REPORT

To the Members of United Way / Centraide Windsor – Essex County

We have audited the statement of financial position of United Way / Centraide Windsor – Essex County (the "Foundation") as at December 31, 2006 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Foundation's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

As explained in note 2 to the financial statements, the Foundation defers cash donations from the campaign in progress to the following year, while all expenses incurred on behalf of the campaign in progress are recognized in the current year. Canadian generally accepted accounting principles would require that certain of these campaign expenses be deferred to match them with the revenue to which they relate. The Foundation does not defer any of these campaign expenses, as management believes that it is administratively impractical to determine which expenses to defer. Accordingly, we have not determined what adjustments would have been necessary to deferred campaign revenue, campaign expenses, excess (deficiency) of revenues over expenses and the Stabilization Fund balance.

In our opinion, except for the effects of the non-deferral of campaign expenses as described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of United Way of Windsor – Essex County as at December 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by subsection 96(2) of the Corporations Act (Ontario), we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The current year's supplementary information included in Schedules is presented for the purposes of additional analysis and is not a required part of the basic financial statements. Such supplementary information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Chartered Accountants

Windsor, Canada
March 2, 2007

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Statement of Financial Position

December 31, 2006, with comparative figures for 2005

| | 2006 | 2005 |
|--|---------------------|---------------------|
| Assets | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 1,705,512 | \$ 1,818,603 |
| Prior years' campaigns pledges receivable | 555,403 | 548,340 |
| Other receivables | 114,792 | 112,815 |
| Prepaid expenses | 46,711 | 33,493 |
| | <u>2,422,418</u> | <u>2,513,251</u> |
| Advance to the Greater Windsor Community Foundation (note 3) | 400,000 | 400,000 |
| Capital assets (note 4) | 474,724 | 555,150 |
| | <u>\$ 3,297,142</u> | <u>\$ 3,468,401</u> |

Liabilities and Net Assets

| | | |
|--|------------------|------------------|
| Current liabilities: | | |
| Accounts payable and accrued liabilities | \$ 286,581 | \$ 280,649 |
| Deferred grant revenue (note 5) | 61,177 | 68,729 |
| Deferred campaign revenue | 874,713 | 1,249,049 |
| | <u>1,222,471</u> | <u>1,598,427</u> |

Net Assets

| | | |
|--|------------------|------------------|
| Invested in capital assets | 474,724 | 555,150 |
| Internally designated for Capital Fund | - | (70,897) |
| Internally designated for Tomorrow Fund | 732,289 | 740,225 |
| Internally designated for Stabilization Fund | 867,658 | 645,496 |
| | <u>2,074,671</u> | <u>1,869,974</u> |

Commitments (note 7)

| | | |
|--|---------------------|---------------------|
| | <u>\$ 3,297,142</u> | <u>\$ 3,468,401</u> |
|--|---------------------|---------------------|

See accompanying notes to financial statements.

On behalf of the Board:

Director

Director

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Statement of Operations

Year ended December 31, 2006, with comparative figures for 2005

| | 2006 | | | 2005 | | |
|---|----------------------------------|----------------------------------|-------------------|----------------------------------|----------------------------------|---------------------|
| | United Way funded programs | Externally funded programs | Total | United Way funded programs | Externally funded programs | Total |
| Revenue | | | | | | |
| Annual Campaign Donations | \$ 8,317,556 | \$ - | \$ 8,317,556 | \$ 8,607,988 | \$ - | \$ 8,607,988 |
| Bequests | 695 | - | 695 | 11,600 | - | 11,600 |
| Funds transferred from other United Ways/Centraides | 4,317 | - | 4,317 | 5,776 | - | 5,776 |
| Funds transferred to other United Ways/Centraides | (7,363) | - | (7,363) | (9,678) | - | (9,678) |
| Gross Campaign Revenue | 8,315,205 | - | 8,315,205 | 8,615,686 | - | 8,615,686 |
| Fees and charges | (375) | - | (375) | - | - | - |
| Pledge shrinkage | (952,212) | - | (952,212) | (925,635) | - | (925,635) |
| Net Campaign Revenue | 7,362,618 | - | 7,362,618 | 7,690,051 | - | 7,690,051 |
| Grants | - | 56,858 | 56,858 | - | 93,494 | 93,494 |
| Investment income | 51,046 | - | 51,046 | 32,357 | - | 32,357 |
| Sponsorships | 39,473 | 28,800 | 68,273 | 13,400 | 22,577 | 35,977 |
| Other revenue (schedule 4) | 163,041 | 95,228 | 258,269 | 170,066 | 96,955 | 267,021 |
| Total Revenue | 7,616,178 | 180,886 | 7,797,064 | 7,905,874 | 213,026 | 8,118,900 |
| Fundraising Expenses (schedule 5) | 1,022,466 | - | 1,022,466 | 1,133,306 | - | 1,133,306 |
| Net Revenue available for Programs | 6,593,712 | 180,886 | 6,774,598 | 6,772,568 | 213,026 | 6,985,594 |
| Expenses | | | | | | |
| Allocations to Member Agencies (schedule 1) | 5,171,059 | - | 5,171,059 | 5,795,986 | - | 5,795,986 |
| Special Grants (schedule 2) | 148,564 | - | 148,564 | 198,782 | - | 198,782 |
| Community Capacity Building Grants (schedule 3) | - | - | - | 5,500 | - | 5,500 |
| Small Wonders Grants and 211 Project | 35,884 | - | 35,884 | 112,161 | - | 112,161 |
| Designations - Healthpartners, Non-Member Agencies | 50,039 | - | 50,039 | 59,067 | - | 59,067 |
| United Way Community Programs (schedule 5) | 870,735 | 183,339 | 1,054,074 | 908,682 | 213,026 | 1,121,708 |
| Total Community Investments | 6,276,281 | 183,339 | 6,459,620 | 7,080,178 | 213,026 | 7,293,204 |
| Other income (expense): | | | | | | |
| Adjustments to prior pledge shrinkage estimates | (54,106) | - | (54,106) | 47,167 | - | 47,167 |
| Agency surpluses returned | 24,251 | - | 24,251 | 17,204 | - | 17,204 |
| Amortization of capital assets | (99,999) | - | (99,999) | (108,387) | - | (108,387) |
| | (129,854) | - | (129,854) | (44,016) | - | (44,016) |
| Excess (deficiency) of revenue over expenses | \$ 187,577 | \$ (2,453) | \$ 185,124 | \$ (351,626) | \$ - | \$ (351,626) |

See accompanying notes to financial statements.

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Statement of Changes in Net Assets

Year ended December 31, 2006, with comparative figures for 2005

| | Capital assets | Capital Fund | Tomorrow Fund | Stabilization Fund | 2006 | 2005 |
|--|-------------------|-----------------|-------------------|-----------------------|---------------------|---------------------|
| Balance, beginning of year | \$ 555,150 | \$ (70,897) | \$ 740,225 | \$ 645,496 | \$ 1,869,974 | \$ 2,221,600 |
| Excess (deficiency) of revenue over distributions and expenses | (99,999) | 23,794 | (7,936) | 269,265 | 185,124 | (351,626) |
| Stabilization Fund loan (note 6) | - | (26,667) | - | 26,667 | - | - |
| Purchase of capital assets | 19,573 | (19,573) | - | - | - | - |
| Purchase of capital assets funded from operations | - | 19,573 | - | - | 19,573 | - |
| Fund transfer (note 6) | - | 73,770 | - | (73,770) | - | - |
| Balance, end of year | \$ 474,724 | \$ - | \$ 732,289 | \$ 867,658 | \$ 2,074,671 | \$ 1,869,974 |

See accompanying notes to financial statements.

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Statement of Cash Flows

Year ended December 31, 2006, with comparative figures for 2005

| | 2006 | 2005 |
|--|--------------|--------------|
| Operating activities: | | |
| Excess (deficiency) of revenue over expenses | \$ 185,124 | \$ (351,626) |
| Amortization of capital assets | 99,999 | 108,387 |
| Capital assets funded from operations | 19,573 | - |
| Net (decrease) increase in non-cash working capital | (398,214) | 483,600 |
| | (93,518) | 240,361 |
| Investing activities: | | |
| Purchase of capital assets | (19,573) | (4,750) |
| Advance to Greater Windsor Community Foundation | - | (100,000) |
| | (19,573) | (104,750) |
| Net increase (decrease) in cash and cash equivalents | (113,091) | 135,611 |
| Cash and cash equivalents, beginning of year | 1,818,603 | 1,682,992 |
| Cash and cash equivalents, end of year | \$ 1,705,512 | \$ 1,818,603 |
| Supplemental cash flow information: | | |
| Interest received during the year | \$ 51,046 | \$ 32,357 |

See accompanying notes to financial statements.

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements

Year ended December 31, 2006

1. Purpose of organization:

The United Way / Centraide Windsor – Essex County (the “Foundation”) is a registered Canadian Charitable Public Foundation under the Income Tax Act whose mission is to promote the organized capacity of people to care for one another. As such the Foundation is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a Foundation registered under the Act, the Foundation must meet certain requirements within the Act.

2. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian accounting principles generally accepted for non-profit organizations, with the exception of deferring expenses related to the campaign in progress. Donations made for the campaign in progress are recorded as deferred revenue as these funds are to finance activities in the following fiscal year. The campaign expenses relating to the campaign in progress are not deferred as it is administratively impractical to determine which expenses to defer.

The more significant of the accounting policies are summarized below:

(a) Fund accounting:

In order to ensure Board restrictions placed on the use of resources available to the Foundation are properly accounted for, resources are classified for accounting and reporting purposes into three funds:

- (i) The Stabilization Fund accumulates funds to minimize the effect of adverse campaign results in any particular year and to provide cash flow and a source of funds for emergencies and other funding decisions.
- (ii) The Tomorrow Fund was established by the Board of Directors effective January 1, 1994. The purpose of the Fund is to provide funding for Venture grants, capital projects other than land and buildings, emergency funding and other purposes as may be determined by the Board of Directors. Revenue from bequests, memorials, life insurance proceeds, designated gifts and investment income related to investments held in the Fund are transferred to The Tomorrow Fund, net of planned giving expenses.

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Year ended December 31, 2006

2. Significant accounting policies (continued):

(iii) The Capital Fund was established by the Board of Directors effective January 27, 2000. The purpose of this Fund is to provide funding for the acquisition of capital assets. As approved by the Board of Directors, the balance in this Fund is not to exceed three years of budgeted capital expenditures. This Fund records the receipt of all funds which are externally restricted for capital purposes and other income designated by the Board of Directors. As more fully described in note 6, subsequent to the year end, the Board approved the dissolution of the Capital Fund.

(b) Cash and cash equivalents:

The Foundation considers deposits in banks, certificates of deposit and short-term investments with original maturities of three months or less, as cash and cash equivalents. During 2006, these funds earned interest at an average of 2.48% (2005 - 3.25%).

(c) Revenue recognition:

The Foundation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. As such the campaign results reported in these financial statements represent revenue and the related distributions from the 2005 campaign. The results of the 2006 campaign will be reported as revenue in the 2007 financial statements. Cash donations received for the 2006 campaign prior to December 31, 2006 are shown as deferred revenue on the statement of financial position.

Investment income is recorded as revenue when earned.

(d) Capital assets:

Equipment and leasehold improvements are recorded at cost and amortization is provided using the following methods and rates:

| Assets | Basis | Rate |
|------------------------|---------------|---|
| Leasehold improvements | Straight line | Over the term of the remaining lease and renewal term |
| Equipment | Straight line | Over three to ten years |

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Year ended December 31, 2006

2. Significant accounting policies (continued):

(e) Contributed services:

The Foundation greatly benefits from the significant number of hours and other resources contributed by volunteers and companies in carrying out its mission and service delivery activities. Because of the difficulty in quantifying these contributions and then determining their fair market value, contributed services are not recognized in the financial statements.

(f) Use of estimates:

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during reporting periods. Significant items subject to such estimates and assumptions include the carrying value of capital assets and the allowance for shrinkage on campaign pledges receivable. Actual results could differ from those estimates.

3. Advance to the Greater Windsor Community Foundation:

During 2004, the Foundation entered into a strategic alliance agreement with the Greater Windsor Community Foundation (the "GWCF"). The primary purpose of the strategic alliance is to provide a vehicle for the two organizations to work together for the benefit of the community of Windsor-Essex in a way that recognizes and builds upon the complementary but distinct roles of the Foundation and the GWCF. As of December 31, the Foundation has transferred \$400,000 to the GWCF which has established a segregated charitable fund within its accounts to be known as the United/Way Centraide Tomorrow Fund. It is the intention of the Foundation to transfer all assets which comprise the current Tomorrow Fund, other than those assets which cannot be transferred due to donor conditions or those that are internally restricted by the Foundation's Board of Directors.

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Year ended December 31, 2006

3. Advance to the Greater Windsor Community Foundation (continued):

The agreement further provides that the GWCF will hold the funds in trust for the Foundation and invest the Tomorrow Fund's assets in accordance with the investment policies of the Foundation. On an annual basis, the Foundation is entitled to request to be paid any investment income earned within the Tomorrow Fund, as well as request a return of any of the Fund's capital, after having provided the GWCF at least 90 days notice. The agreement can be terminated by either party upon 90 days written notice, at which time the GWCF is obligated to transfer back to the Foundation the accumulated capital and any undistributed income earned by the Fund. As of December 31, 2006, cumulative investment income of \$40,860 (2005 - \$16,815) has been earned and re-invested.

4. Capital assets:

| 2006 | | | |
|------------------------|---------------------|-----------------------------|-------------------|
| | Cost | Accumulated amortization | Net book value |
| Equipment | \$ 627,950 | \$ 533,447 | \$ 94,503 |
| Leasehold improvements | 629,929 | 249,708 | 380,221 |
| | <u>\$ 1,257,879</u> | <u>\$ 783,155</u> | <u>\$ 474,724</u> |

| 2005 | | | |
|------------------------|---------------------|-----------------------------|-------------------|
| | Cost | Accumulated amortization | Net book value |
| Equipment | \$ 608,377 | \$ 474,312 | \$ 134,065 |
| Leasehold improvements | 629,929 | 208,844 | 421,085 |
| | <u>\$ 1,238,306</u> | <u>\$ 683,156</u> | <u>\$ 555,150</u> |

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Year ended December 31, 2006

5. Deferred grant revenue:

Deferred grant revenue represents unspent resources externally restricted for special projects received in the current year that will be expended in a future period. Changes in the deferred grant balance are as follows:

| | 2006 | 2005 |
|---|-----------|-----------|
| Balance, beginning of year | \$ 68,729 | \$ 67,231 |
| Add amount received in the year | 210,455 | 206,739 |
| Less amount recognized as revenue in the year | (218,007) | (205,241) |
| Balance, end of year | \$ 61,177 | \$ 68,729 |

6. Stabilization Fund loan:

In 2001, the Board of Directors approved a loan from the Stabilization Fund to the Capital Fund in the amount of \$400,000 to be repaid without interest in equal instalments over the next 15 years. In 2006, the fifth installment was made in the amount of \$26,667 (2005 - \$26,667).

The investment income designated to the Capital Fund has been insufficient to meet capital requirements and the loan repayment schedule outlined above. The Board of Directors considers the prospect of this situation improving to be unlikely and accordingly has determined that the Capital Fund will be dissolved subsequent to December 31, 2006 and any amounts owing from the Capital Fund to the Stabilization Fund will be forgiven.

7. Commitments:

The Foundation is into the sixth year of a 10 year lease for the property located at 300 Giles Blvd. East, which commenced January 1, 2001, with an option to renew for 5 years. The future minimum lease payments are as follows:

\$117,215 per annum from January 1, 2007 to December 31, 2007

\$124,110 per annum from January 1, 2008 to December 31, 2010

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Year ended December 31, 2006

7. Commitments (continued):

In addition the Foundation has commitments under operating leases for office equipment, for which the minimum future payments as at December 31, 2006 are as follows:

| | |
|------|----------|
| 2007 | \$20,008 |
| 2008 | \$20,054 |
| 2009 | \$10,656 |
| 2010 | \$2,835 |

8. Fund distributions:

Fund distributions from the Foundation's various fund raising activities are made to fund specific programs. Each year community volunteers are responsible for conducting annual program and budget reviews and then recommending distributions to the Board of Directors for approval. Donations designated to Member Agencies by donors are regarded as 'first dollars in' to the distribution process.

9. Fair value of assets and liabilities:

The fair value of the Foundation's cash and cash equivalents, prior years' campaigns pledges receivable, other receivables and accounts payable approximate their carrying amounts.

10. Reclassification of comparative amounts for 2005

In 2006 the Foundation adopted the financial statement presentation standards recommended by United Way / Centraide Canada for 'Transparency and Accountability in Financial Reporting'. Accordingly, the comparative amounts presented in the Statement of Operations for the year ended December 31, 2005 have been reclassified to comply with the current year's presentation.

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Allocations to Member Agencies

Schedule 1

Year ended December 31, 2006, with comparative figures for 2005

| | 2006 | 2005 |
|--|--------------|--------------|
| Alive Canada | \$ 31,602 | \$ 32,579 |
| Amherstburg Community Services | 96,339 | 99,319 |
| Association for Persons with Physical Disabilities of Windsor-Essex County | 67,067 | 72,899 |
| Big Brothers Big Sisters of Windsor and Essex County | 404,274 | 439,427 |
| Canadian Hearing Society | 70,641 | 80,274 |
| Canadian Mental Health Association Windsor-Essex County Branch | 259,012 | 304,720 |
| Canadian National Institute for the Blind - Windsor | 177,775 | 202,017 |
| Canadian Red Cross Windsor/Essex County | 67,260 | 97,258 |
| Catholic Family Services | 232,287 | 239,471 |
| Centres for Seniors Windsor | 207,147 | 225,160 |
| Citizen Advocacy Windsor-Essex | 77,860 | 80,268 |
| Community Living Essex County | 16,503 | 66,008 |
| Community Living Windsor | 5,127 | 20,512 |
| Community Social Planning Council - Kingsville & Leamington | 43,938 | 45,297 |
| Credit Counselling Service of Southwestern Ontario | 97,000 | 100,000 |
| Distress Centre of Windsor-Essex County | 52,345 | 53,964 |
| East Windsor Community Service Centre (Drouillard Place) | 104,879 | 108,123 |
| Essex Community Services | 104,430 | 107,660 |
| Family Service Windsor- Essex County | 203,728 | 221,443 |
| Girl Guides of Canada-Windsor | 70,036 | 72,202 |
| Hospice of Windsor and Essex County Inc. | 163,140 | 191,929 |
| House of Shalom Youth Centre | 120,773 | 124,508 |
| House of Sophrosyne | 89,092 | 96,839 |
| Information Windsor | 162,527 | 167,554 |
| John Howard Society of Windsor-Essex County | 154,277 | 174,902 |
| Lakeshore Community Services | 50,812 | 52,384 |
| Multicultural Council of Windsor and Essex County | 73,539 | 75,813 |
| Salvation Army | 369,441 | 434,637 |
| Sandwich Teen Action Group | 80,792 | 83,291 |
| Scouts Canada-Essex | 57,176 | 58,945 |
| Scouts Canada-Windsor | 77,030 | 79,412 |
| Sexual Assault Crisis Centre of Essex County Inc. | 31,207 | 33,921 |
| Shalom Counselling Services | 30,225 | 31,160 |
| South Essex Community Council | 66,015 | 82,613 |
| St. Leonard's House | 28,008 | 83,057 |
| Unemployed Help Centre of Windsor Inc. | 140,254 | 165,005 |
| United Way of Canada | 62,250 | 66,000 |
| Victorian Order of Nurses Windsor-Essex County Branch | 111,534 | 131,216 |
| Well-Come Centre for Human Potential | 58,465 | 60,273 |
| Windsor-Essex County Family YMCA | 276,954 | 325,828 |
| Windsor-Essex County Schools Safety Patrol Association | 32,987 | 34,007 |
| Windsor-Essex Family Network | 34,086 | 34,800 |
| Windsor-Essex Therapeutic Riding Association | 93,951 | 96,857 |
| Windsor Homes Coalition Inc. | 59,835 | 65,038 |
| Windsor Jewish Community Centre | 84,429 | 95,942 |
| Windsor Occupational Health Information Service | 150,021 | 154,661 |
| Youth & Family Resource Network of Windsor-Essex County | 122,989 | 126,793 |
| | \$ 5,171,059 | \$ 5,795,986 |

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedules of Other Grants

Year ended December 31, 2006, with comparative figures for 2005

Special Grants

Schedule 2

| | 2006 | | 2005 | |
|---|------|---------|------|---------|
| Children's Crisis Service (Windsor Essex) | \$ | 8,499 | \$ | 34,000 |
| Glengarda Child and Family Services | | 140,065 | | 164,782 |
| | \$ | 148,564 | \$ | 198,782 |

Community Capacity Building Grants

Schedule 3

| | 2006 | | 2005 | |
|---------------------------|------|---|------|-------|
| Sandwich Community Centre | \$ | - | \$ | 5,500 |
| | \$ | - | \$ | 5,500 |

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Other Revenue

Schedule 4

Year ended December 31, 2006, with comparative figures for 2005

| | Fundraising | | Community programs | | Administration and General Operations | | Total | | Externally funded programs | |
|---------------------|------------------|-----------------|--------------------|------------------|---------------------------------------|-------------------|-------------------|-------------------|----------------------------|------------------|
| | 2006 | 2005 | 2006 | 2005 | 2006 | 2005 | 2006 | 2005 | 2006 | 2005 |
| Revenue: | | | | | | | | | | |
| Administrative fees | \$ - | \$ - | \$ 22,275 | \$ 26,751 | \$ - | \$ 5,518 | \$ 22,275 | \$ 32,269 | \$ 60,170 | \$ 50,215 |
| Deferred revenue | - | - | - | - | - | - | - | - | - | 14,402 |
| Occupancy | - | - | - | - | 88,260 | 86,415 | 88,260 | 86,415 | - | - |
| Other | 17,030 | 9,860 | 15,600 | 17,649 | 19,876 | 23,873 | 52,506 | 51,382 | 35,058 | 32,338 |
| | <u>\$ 17,030</u> | <u>\$ 9,860</u> | <u>\$ 37,875</u> | <u>\$ 44,400</u> | <u>\$ 108,136</u> | <u>\$ 115,806</u> | <u>\$ 163,041</u> | <u>\$ 170,066</u> | <u>\$ 95,228</u> | <u>\$ 96,955</u> |

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Operating Expenses

Schedule 5

Year ended December 31, 2006, with comparative figures for 2005

| | Fundraising | | United Way funded programs | | Administration, Marketing & Communication | | Externally funded programs | |
|--|---------------------|---------------------|----------------------------|-------------------|---|----------------|----------------------------|-------------------|
| | 2006 | 2005 | 2006 | 2005 | 2006 | 2005 | 2006 | 2005 |
| Salaries | \$ 384,744 | \$ 371,905 | \$ 350,985 | \$ 348,953 | \$ 271,141 | \$ 344,324 | \$ 82,126 | \$ 136,029 |
| Fringe benefits | 50,360 | 57,988 | 62,731 | 64,352 | 41,905 | 54,367 | 9,627 | 15,784 |
| Occupancy | 60,649 | 59,850 | 53,381 | 52,368 | 139,172 | 138,885 | - | - |
| Office | 26,371 | 28,726 | 23,740 | 24,959 | 24,204 | 28,091 | 15,222 | 12,486 |
| Recruitment and education | 3,746 | 5,224 | 8,990 | 9,912 | 4,322 | 11,830 | 18,872 | 21,605 |
| Promotion and publicity | 160,945 | 204,119 | 30,710 | 26,467 | 21,403 | 15,029 | 12,606 | 12,375 |
| Purchased services | 63,077 | 101,638 | 14,065 | 15,287 | 32,272 | 44,870 | 11,196 | 6,644 |
| Capital expenditure | 1,459 | - | - | - | 18,114 | - | - | - |
| Miscellaneous | 15,315 | 10,817 | 13,489 | 8,224 | 15,911 | 13,803 | 33,690 | 8,103 |
| | <u>766,666</u> | <u>840,267</u> | <u>558,091</u> | <u>550,522</u> | <u>568,444</u> | <u>651,199</u> | <u>183,339</u> | <u>213,026</u> |
| Allocation of administration marketing and communications expenses | 255,800 | 293,039 | 312,644 | 358,160 | (568,444) | (651,199) | - | - |
| | <u>\$ 1,022,466</u> | <u>\$ 1,133,306</u> | <u>\$ 870,735</u> | <u>\$ 908,682</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 183,339</u> | <u>\$ 213,026</u> |

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Year ended December 31, 2006, with comparative figures for 2005

Schedule of Fundraising Expense as a proportion of Gross Campaign Revenue

Schedule 6

| | 2006 | | 2005 | |
|------------------------|--------------|--------|--------------|--------|
| Direct costs | \$ 766,666 | 9.2% | \$ 840,267 | 9.8% |
| Administration | 255,800 | 3.1% | 293,039 | 3.4% |
| Fundraising Expense | 1,022,466 | 12.3% | 1,133,306 | 13.2% |
| Gross Campaign Revenue | \$ 8,315,205 | 100.0% | \$ 8,615,686 | 100.0% |

Schedule of Community Investments by Impact Area

Schedule 7

| | 2006 | | 2005 | |
|--|--------------|------|--------------|------|
| Children & Youth | \$ 1,531,047 | 25% | \$ 1,780,385 | 25% |
| Community Supports | 1,888,622 | 30% | 2,057,547 | 29% |
| Individuals & Families | 2,065,752 | 33% | 2,358,224 | 34% |
| Persons with Disabilities | 377,102 | 6% | 425,787 | 6% |
| Seniors | 363,719 | 6% | 399,168 | 6% |
| Total Investment by Impact Area | 6,226,242 | 100% | 7,021,111 | 100% |
| Designations - Healthpartners, Non-Member Agencies | 50,039 | | 59,067 | |
| | \$ 6,276,281 | | \$ 7,080,178 | |