

United Way/Centraide Windsor-Essex County

Introduction to financial statements for 15 months ended 31 March, 2011

Impact of Change in Year End

United Way changed its year end from December 31st to March 31st and so the financial statements presented are for the 15 month period ended March 31st, 2011 (Note 2).

This change, along with United Way's revenue recognition policy has resulted in revenue being recognized in these statements from two fall campaigns: 2010 and 2009 (to the extent that it was not recognized in the year to December 31, 2009).

As in previous financial statements, expenses reflect the full amount for the period – this time for 15 months instead of the usual 12 months.

Multi-year Funding Commitments

In 2010 United Way entered into new funding commitments as explained in Note 9 to the financial statements. Commitments have been made to fund these initiatives up to March 2015. United Way's ability to make these commitments is contingent on its raising sufficient funds in the upcoming 2012 and future campaigns.

Schedule 1 sets out the amounts of funding provided to new initiatives that commenced July 1, 2010.

Schedule 2 sets out the other amounts that were funded in the period to Funded Agencies under previous arrangements.

United Way/Centraide Windsor-Essex County

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Financial Statements of

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

Fifteen months ended March 31, 2011



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INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of United Way/Centraide Windsor-Essex County, which comprise the statement of financial position as at March 31, 2011 and the statements of operations, changes in net assets, and cash flows for the fifteen month period then ended, and notes, comprising 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 generally accepted accounting principles, 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.

Auditors' 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 an 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 our 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, we consider 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 United Way/Centraide Windsor-Essex County as at March 31, 2011, and its results of operations and its cash flows for the fifteen month period then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants, Licensed Public Accountants

Windsor, Canada
June 22, 2011

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Statement of Financial Position

March 31, 2011, with comparative figures for December 31, 2009

	March 31 2011	December 31 2009
Assets		
Current assets:		
Cash and cash equivalents	\$ 2,197,670	\$ 2,199,452
Campaign pledges receivable, net (note 2)	2,635,219	370,988
Other receivables	87,483	31,373
Prepaid expenses	37,756	45,913
	<u>4,958,128</u>	<u>2,647,726</u>
Investments (note 3)	805,906	494,842
Capital assets (note 4)	224,784	292,196
	<u>\$ 5,988,818</u>	<u>\$ 3,434,764</u>

Liabilities and Net Assets

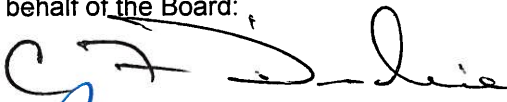
Current liabilities:		
Accounts payable and accrued liabilities	\$ 201,135	\$ 164,804
Deferred grant revenue (note 5)	109,747	71,494
Designated gifts payable (note 2(c))	57,754	-
Post-retirement benefit obligation (note 6)	510,567	490,090
	<u>879,203</u>	<u>726,388</u>

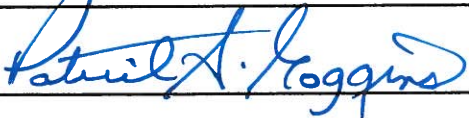
Net Assets

Invested in capital assets	224,784	292,196
Externally restricted funds (note 7)	19,898	19,898
Internally designated for Tomorrow Fund	833,861	820,007
Internally designated for Stabilization Fund	4,031,072	1,576,275
	<u>5,109,615</u>	<u>2,708,376</u>
Commitments (note 9)		
	<u>\$ 5,988,818</u>	<u>\$ 3,434,764</u>

See accompanying notes to financial statements.

On behalf of the Board:





Director

Director

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

Statement of Operations

Fifteen months ended March 31, 2011, with comparative figures for the year ended December 31, 2009

	Fifteen months ended March 31, 2011					Year ended December 31, 2009						
	Stabilization Fund	Tomorrow Fund	Invested in Capital Assets	United Way funded programs	Externally funded programs	Total	Stabilization Fund	Tomorrow Fund	Invested in Capital Assets	United Way funded programs	Externally funded programs	Total
Revenue												
Campaign Donations	\$ 9,250,515	\$ -	\$ -	\$ 9,250,515	\$ -	\$ 9,250,515	\$ 5,880,449	\$ -	\$ -	\$ 5,880,449	\$ -	\$ 5,880,449
Bequests	-	9,302	-	9,302	-	9,302	-	1,649	-	1,649	-	1,649
Funds transferred from other United Ways/Centraides	11,450	-	-	11,450	-	11,450	1,924	-	-	1,924	-	1,924
Funds transferred to other United Ways/Centraides	(1,118)	-	-	(1,118)	-	(1,118)	(604)	-	-	(604)	-	(604)
Gross Campaign Revenue	9,260,847	9,302	-	9,270,149	-	9,270,149	5,881,769	1,649	-	5,883,418	-	5,883,418
Fees and charges	(7,349)	-	-	(7,349)	-	(7,349)	(4,668)	-	-	(4,668)	-	(4,668)
Pledge shrinkage	(746,446)	-	-	(746,446)	-	(746,446)	(1,033,532)	-	-	(1,033,532)	-	(1,033,532)
Net Campaign Revenue	8,507,052	9,302	-	8,516,354	-	8,516,354	4,843,569	1,649	-	4,845,218	-	4,845,218
Grants	5,032	-	-	5,032	392,661	397,693	413,055	-	-	413,055	272,283	685,338
Investment income	42,392	22,725	-	65,117	-	65,117	38,347	21,878	-	60,225	-	60,225
Sponsorships	80,801	-	-	80,801	34,000	114,801	33,118	-	-	33,118	44,550	77,668
Other revenue (schedule 4)	205,256	-	-	205,256	73,419	278,675	146,780	-	-	146,780	51,223	198,003
Total Revenue	8,840,533	32,027	-	8,872,560	500,080	9,372,640	5,474,869	23,527	-	5,498,396	368,056	5,866,452
Fundraising Expenses (schedule 5)	(1,200,526)	(18,173)	-	(1,218,699)	-	(1,218,699)	(998,606)	(1,449)	-	(1,000,055)	-	(1,000,055)
Net Revenue available for Programs	7,640,007	13,854	-	7,653,861	500,080	8,153,941	4,476,263	22,078	-	4,498,341	368,056	4,866,397
Expenses												
Allocations to Funded Initiatives (note 8, schedule 1)	1,742,281	-	-	1,742,281	-	1,742,281	-	-	-	-	-	-
Allocations to Funded Agencies (note 8, schedule 2)	2,069,831	-	-	2,069,831	-	2,069,831	3,513,210	-	-	3,513,210	-	3,513,210
Special Grants (schedule 3)	346,616	-	-	346,616	-	346,616	264,398	-	-	264,398	-	264,398
Designations - HealthPartners, Non-Member Agencies	50,670	-	-	50,670	-	50,670	39,974	-	-	39,974	-	39,974
United Way Delivered Community Programs (schedule 5)	964,198	-	-	964,198	500,080	1,464,278	779,519	-	-	779,519	368,056	1,147,575
Total Community Investments	5,173,596	-	-	5,173,596	500,080	5,673,676	4,597,101	-	-	4,597,101	368,056	4,965,157
Other income (expense):												
Adjustments to prior pledge shrinkage estimates	(12,118)	-	-	(12,118)	-	(12,118)	59,344	-	-	59,344	-	59,344
Agency surpluses returned	504	-	-	504	-	504	21,667	-	-	21,667	-	21,667
Amortization of capital assets	-	-	(79,503)	(79,503)	-	(79,503)	-	-	(71,307)	(71,307)	-	(71,307)
	(11,614)	-	(79,503)	(91,117)	-	(91,117)	81,011	-	(71,307)	9,704	-	9,704
Excess (deficiency) of revenue over expenses	\$ 2,454,797	\$ 13,854	\$ (79,503)	\$ 2,389,148	\$ -	\$ 2,389,148	\$ (39,827)	\$ 22,078	\$ (71,307)	\$ (89,056)	\$ -	\$ (89,056)

See accompanying notes to financial statements.

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Statement of Changes in Net Assets

Fifteen months ended March 31, 2011, with comparative figures for the year ended December 31, 2009

	Capital assets	Externally restricted funds	Tomorrow Fund	Stabilization Fund	2011	2009
Balance, beginning of year	\$ 292,196	\$ 19,898	\$ 820,007	\$ 1,576,275	\$ 2,708,376	\$ 2,788,579
Excess (deficiency) of revenue over expenses	(79,503)	-	13,854	2,454,797	2,389,148	(89,056)
Externally restricted donations net of expenditure	-	-	-	-	-	(2,761)
Purchase of capital assets funded from operations	12,091	-	-	-	12,091	11,614
Balance, end of year	\$ 224,784	\$ 19,898	\$ 833,861	\$ 4,031,072	\$ 5,109,615	\$ 2,708,376

See accompanying notes to financial statements.

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Statement of Cash Flows

Fifteen months ended March 31, 2011, with comparative figures for the year ended December 31, 2009

	2011	2009
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ 2,389,148	\$ (89,056)
Externally restricted funds net of expenditure	-	(2,761)
Non-cash post-retirement benefit	20,477	22,193
Amortization of capital assets	79,503	71,307
Capital assets funded from operations	12,091	11,614
Net (increase) decrease in other non-cash working capital	(2,179,846)	250,261
	321,373	263,558
Investing activities:		
Increase in investments, net	(311,064)	-
Purchase of capital assets	(12,091)	(11,614)
Net (decrease) increase in cash and cash equivalents	(1,782)	251,944
Cash and cash equivalents, beginning of year	2,199,452	1,947,508
Cash and cash equivalents, end of year	\$ 2,197,670	\$ 2,199,452
Supplemental cash flow information:		
Interest received during the year	\$ 65,117	\$ 60,225

See accompanying notes to financial statements.

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements

Fifteen months ended March 31, 2011

1. Purpose of organization:

United Way / Centraide Windsor – Essex County (“United Way”) is a registered Canadian Charitable Public Foundation under the Income Tax Act whose mission is “to improve lives today and tomorrow in Windsor and Essex County by mobilizing people, resources, and the caring power of our community in a positive, healthy and lasting way”. As such United Way 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, United Way must meet certain requirements within the Act. In the opinion of management, these requirements have been met. During the period, United Way changed its fiscal year end from December 31 to March 31.

2. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian accounting principles generally accepted for non-profit organizations.

Gifts made in the fall campaign that have been received by period end are recognized as revenue in the period they are received. Pledges made during the fall campaign are typically received in the following calendar year and are recognized as revenue in the period in which the pledge becomes receivable by United Way. Both pledges and gifts from the fall campaign are used to finance activities in the following year. The fundraising expenses are expensed in the period they are incurred.

The change in the fiscal year end has required United Way to recognize the full amount of pledges from the 2010 campaign that began to be collected in January 2011 as revenue, with the corresponding amount as a receivable. An allowance has been recorded for pledge shrinkage representing the amount of these pledges that are not expected to be received.

The more significant of the accounting policies are summarized below:

(a) Fund accounting:

In order to ensure Board and external restrictions placed on the use of resources available to United Way 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 period and to provide cash flow and a source of funds for emergencies and other funding decisions.

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Fifteen months ended March 31, 2011

2. Significant accounting policies (continued):

- (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.
- (iii) Externally restricted funds represent the unspent portion of funds donated or transferred to United Way, the use of which is restricted by the donor or transferor.

(b) Cash and cash equivalents:

United Way considers deposits in banks, certificates of deposit and short-term investments that are cashable on demand or have original maturities of three months or less, as cash and cash equivalents. During the 15 month period ended March 31, 2011, these funds earned interest at an average of 2.00% (year ended December 31, 2009 – 2.65%).

(c) Revenue recognition:

United Way follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the period in which the related expenses are incurred. Non-restricted contributions are recorded as revenue in the period received or receivable. Designated donations received under flowthrough arrangements for other charities that have not been disbursed at period end are recorded as designated gifts payable on the statement of financial position. Upon disbursement the payment is recorded as an expense and the donation is recorded as campaign revenue.

Investment income is recorded as revenue when earned.

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Fifteen months ended March 31, 2011

2. Significant accounting policies (continued):

(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

(e) Pension and other post-retirement benefits:

United Way operates a defined contribution pension plan for the benefit of employees. Contributions to the plan by the United Way are recognized as they become payable.

United Way also provides post-retirement benefits such as life insurance and health and welfare coverage to certain employees who retire from active employment. Employees commencing employment on or after January 1, 2008 are not eligible for post-retirement benefits.

United Way accrues its obligations for post-retirement benefits, the cost of benefits being actuarially determined using the projected benefit method, pro rated on service and using management's best estimate of expected health care costs. The excess of the net actuarial gain or loss over 10% of the greater of the benefit obligation is amortized over the average remaining service period of active employees of the plan. Past service costs from plan amendments are recognized in full in the period of the amendment.

The measurement date of the accrued benefit obligation coincides with United Way's fiscal year. The most recent actuarial valuation was as of December 31, 2007, extrapolated to March 31, 2011.

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Fifteen months ended March 31, 2011

2. Significant accounting policies (continued):

(f) Contributed services:

United Way greatly benefits from the substantial 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.

(g) Allocated expenses:

United Way incurs expenditures related to administration, marketing and communication that are not directly attributable to one aspect of United Way's operations. These expenditures are allocated to the operating activities of fundraising and United Way Delivered Community Programs based on number of employees and total salary and benefits of the employees in each of those activities, as well as square footage of floor space occupied by each of those activities. Expenditures are not allocated to Eternally Funded Programs as these expenses are provided as in-kind support to these activities.

(h) Financial Instruments

Cash and cash equivalents and investments are classified as held-for-trading and stated at fair value. Campaign pledges receivable and other receivables are classified as loans and receivables, which are measured at amortized cost. Accounts payable and accrued liabilities and designated gifts payable are classified as other financial liabilities, which are measured at amortized cost. In determining fair values, adjustments have not been made for transaction costs as they are not considered significant. The unrealized gain or loss on investments, being the difference between book value and fair value, is included in investment income in the statement of operations.

(i) 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, the allowance for shrinkage on campaign pledges receivable, and the valuation of post-retirement benefits. Actual results could differ from those estimates.

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Fifteen months ended March 31, 2011

3. Investments:

Investments consist of the following:

	March 31, 2011		December 31, 2009	
	Cost	Fair value	Cost	Fair value
Fixed income securities	\$ 640,000	\$ 643,089	\$ -	\$ -
Common shares	79,858	82,675	-	-
Mutual funds	80,142	80,142	-	-
Advance to Windsor-Essex Community Foundation	-	-	400,000	494,842
	<u>\$ 800,000</u>	<u>\$ 805,906</u>	<u>\$ 400,000</u>	<u>\$ 494,842</u>

The fixed income securities produce a yield to maturity of 2.1% and have a weighted average term to maturity of 1.68 years. As at December 31, 2009 United Way had transferred \$400,000 to the Windsor-Essex Community Foundation ("WECF") which had established a segregated charitable fund within its accounts known as the United/Way Centraide Tomorrow Fund.

4. Capital assets:

	March 31, 2011		
	Cost	Accumulated amortization	Net book value
Equipment	\$ 392,605	\$ 374,373	\$ 18,232
Leasehold improvements	612,952	406,400	206,552
	<u>\$ 1,005,557</u>	<u>\$ 780,773</u>	<u>\$ 224,784</u>

	December 31, 2009		
	Cost	Accumulated amortization	Net book value
Equipment	\$ 433,323	\$ 398,758	\$ 34,565
Leasehold improvements	612,951	355,320	257,631
	<u>\$ 1,046,274</u>	<u>\$ 754,078</u>	<u>\$ 292,196</u>

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Fifteen months ended March 31, 2011

5. Deferred grant revenue:

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

	2011	2009
Balance, beginning of period	\$ 71,494	\$ 118,126
Add amount received in the period	596,480	368,191
Less amount recognized as revenue in the period	(558,227)	(414,823)
Balance, end of period	\$ 109,747	\$ 71,494

6. Pension and other post-retirement benefits:

During 2008 United Way amended plan eligibility criteria for employees and determined that employees commencing employment on or after January 1, 2008 are not eligible for benefits.

A valuation as at December 31, 2007, revised for the plan amendment has been extrapolated to March 31, 2011 and used to determine the benefit costs for the current period.

The change in the accrued benefit obligation is as follows:

	2011	2009
Accrued benefit obligation, beginning of period	\$ 490,090	\$ 467,897
Net periodic benefit cost:		
Current service cost	9,940	9,499
Interest	33,627	26,315
Amortization of actuarial gain	(3,167)	(3,606)
	40,400	32,208
Less: benefits paid	(19,923)	(10,015)
	20,477	22,193
Accrued benefit obligation, end of period	\$ 510,567	\$ 490,090
Funded status:		
Total unfunded benefit obligation	\$ 433,986	\$ 398,551
Unamortized actuarial gain	76,581	91,539

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Fifteen months ended March 31, 2011

Unfunded benefit obligation recognized	\$ 510,567	\$ 490,090
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6. Pension and other post-retirement benefits (continued):

The significant actuarial assumptions adopted in estimating United Way's accrued benefit obligations are as follows:

	2011	2009
Discount rate	5.75%	6.75%
Health care cost trend rate	12.5% in 2007, decreasing to 4.5% in 2018	
Employee average remaining service life	20.4 years	20.4 years

The approximate impact of a change in the discount rate is:

Change in obligation for 1% increase in trend rates	\$ (52,100)
Change in obligation for 1% decrease in trend rates	\$ 65,100

The approximate impact of a change in health insurance trend rates is:

Change in obligation for 1% increase in trend rates	\$ 78,100
Change in obligation for 1% decrease in trend rates	\$ (60,800)

The United Way also operates a defined contribution pension plan for the benefit of employees. Contributions to the plan in the period were \$36,566 (2009 - \$38,439).

7. Externally restricted funds:

Changes in externally restricted funds are as follows;

	Balance, beginning and end of period
Richardson – ABC literacy project	\$ 4,470
Miller Canfield – literacy project	5,157
E-mentoring literacy project	10,271
	\$ 19,898

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Fifteen months ended March 31, 2011

8. Funding of Strategic Priorities

In November 2009 United Way asked not-for-profit organizations to respond for a request for funding proposal for strategies that addressed specific community needs under three priorities; Supporting Basic Needs & Independence, Positioning Kids & Families for Success, and Creating Thriving Neighbourhoods. Funding was provided to these initiatives commencing July 1, 2010 (as presented in Schedule 1). Funding was continued to previously funded agencies for various periods ending between June 30, 2010 and December 31, 2010 (as presented in Schedule 2).

9. Commitments:

Multi-year Commitments to Funded Initiatives

In July 2010 United Way entered into new multi-year funding agreements to fund initiatives that align with three priorities: Supporting Basic Needs & Independence, Positioning Kids & Families for Success, and Creating Thriving Neighbourhoods (Schedule 1). These initiatives will be funded for various periods up until March 2015, dependent on continued program delivery, active participation in United Way's Communities of Practice and the continued ability of United Way to raise sufficient funds. The maximum amounts that could be paid out under these funding agreements are as follows:

2012	\$2,819,816
2013	2,786,216
2014	2,629,316
2015	2,629,316

Long-term leases

United Way leases a property located at 300 Giles Blvd. East. The lease commenced January 1, 2001, for a 10 year period with an option to renew for 5 years. In 2008 United Way committed to extend the term of the lease to 2015 at a reduced annual rental. Remaining future minimum lease payments are \$117,215 per annum until the expiry of the lease on December 31, 2015.

In addition United Way has commitments under operating leases for office equipment, for which the minimum future payments as at March 31, 2011 are as follows:

2012	\$15,466
2013	13,319
2014	11,173
2015	7,448

UNITED WAY / CENTRAIDE WINDSOR – ESSEX COUNTY

Notes to Financial Statements (continued)

Fifteen months ended March 31, 2011

10. Fair value of assets and liabilities:

The fair value of United Way's cash and cash equivalents, campaigns pledges receivable, other receivables, and accounts payable and accrued liabilities approximate their carrying amounts due to the relatively short-term maturity on these instruments.

11. Financial instruments:

a) Investment risk management

Risk management relates to the understanding and active management of risks associated with all areas of the business and associated operating environment. Investments are primarily exposed to interest rate and market risk.

United Way mitigates these risks with an investment policy designed to limit exposure and concentration while achieving an acceptable return within reasonable risk tolerances.

b) Credit risk

Campaign pledges receivable and other receivables are subject to credit risk. Cash and cash equivalents are held in credit-worthy financial institutions.

c) Market and interest rate risks

The risks associated with the investments are the risks associated with the securities in which the funds are invested. The value of equity securities changes with stock market conditions, which are affected by general economic and market conditions. The value of securities will vary with developments within the specific companies or governments which issue the securities. The value of fixed income securities will generally rise if interest rates fall and fall if interest rates rise. Changes in interest rates may also affect the value of equity securities. The value of securities denominated in a currency other than Canadian dollars will also be affected by changes in the value of the Canadian dollar in relation to the value of the currency in which the security is denominated.

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Allocations to Funded Initiatives - Lead Agencies by Strategy Type

Schedule 1

Fifteen months ended March 31, 2011 - funding commenced July 1, 2010

2011

SUPPORTING BASIC NEEDS & INDEPENDENCE

FOOD SECURITY

Salvation Army	Making Food Accessible	\$	116,000
Unemployed Help Centre of Windsor Inc.	Food Security Network		163,724
Youth & Family Resource Network of Windsor-Essex County	Community Nourishment Partnership		25,875

INCOME MANAGEMENT, DEBT PREVENTION & WEALTH BUILDING

Citizen Advocacy Windsor-Essex	Voluntary Trusteeship & Financial Education		76,755
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TRANSITION TO STABLE HOUSING

Canadian Red Cross Windsor/Essex County	Disaster Response - Direct Client Support		27,383
Windsor Homes Coalition Inc.	Supports that Transition People to Stable Housing		25,500

POSITIONING KIDS & FAMILIES FOR SUCCESS

YOUTH ENGAGEMENT

Windsor-Essex County Schools Safety Patrol Association	Safety Patrol		19,000
Windsor Occupational Health Information Service	Preparing Youth for the Workplace		71,000
Youth & Family Resource Network of Windsor-Essex County	Voices of Youth in the Community		10,913

AFTER-SCHOOL PROGRAMS

Big Brothers Big Sisters of Windsor and Essex County	Windsor-Essex County Youth Coalition		140,850
Muslim Association of Canada	MAC Youth Leads		24,416

MENTORING

Big Brothers Big Sisters of Windsor and Essex County	Youth Mentoring		230,414
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CHILDREN'S SOCIAL & COGNITIVE DEVELOPMENT

Glengarda Child & Family Services	Early Intervention Program		80,000
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INDIVIDUAL & FAMILY SUPPORTS

Alive Canada	Suicide Prevention Education - Choosing Life		52,000
Canadian Mental Health Association Windsor-Essex County Branch	Community Counselling Alliance		250,500
Canadian Mental Health Association Windsor-Essex County Branch	Coping with Job Loss		41,456
Distress Centre of Windsor-Essex County	Crisis Response & Support Network		36,903
House of Sophrosyne	Substance Misuse Intervention for Women		41,000
Sexual Assault Crisis Centre of Essex County Inc.	Services to Adolescent & Male Victims of Sexual Violence		12,000

PARENT EDUCATION & SUPPORT

Glengarda Child & Family Services	Family Education & Support Services		27,000
Windsor-Essex Community Health Centre	Strengthening Families for the Future		7,000
Windsor-Essex Family Network	Families Helping Families in Partnership		90,000

CREATING THRIVING NEIGHBOURHOODS

NEIGHBOURHOOD ENGAGEMENT

Centres for Seniors Windsor	Promoting Seniors' Independence		137,805
East Windsor Community Service Centre (Drouillard Place)	Drouillard Road Neighbourhood Renewal		23,912
Youth & Family Resource Network of Windsor-Essex County	Neighbours Helping Neighbours		10,875

\$ 1,742,281

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Allocations to Funded Agencies

Schedule 2

Fifteen months ended March 31, 2011, with comparative figures for the year ended December 31, 2009

	2011	2009
Alive Canada	\$ 12,726	\$ 25,453
Amherstburg Community Services	40,048	69,095
Association for Persons with Physical Disabilities of Windsor-Essex County	38,224	50,966
Big Brothers Big Sisters of Windsor and Essex County	153,612	307,219
Canadian Hearing Society	28,646	38,190
Canadian Mental Health Association Windsor-Essex County Branch	77,736	155,471
Canadian National Institute for the Blind - Windsor	31,070	31,072
Canadian Red Cross Windsor/Essex County	16,644	33,284
Centres for Seniors Windsor	78,708	157,417
Citizen Advocacy Windsor-Essex	25,626	51,254
Community Social Planning Council - Kingsville & Leamington	5,055	35,385
Credit Counselling Service of Southwestern Ontario	21,510	86,039
Distress Centre of Windsor-Essex County	24,600	49,204
East Windsor Community Service Centre (Drouillard Place)	80,343	105,407
Essex Community Services	63,080	84,103
Girl Guides of Canada - Windsor-Essex County	15,284	20,562
Glengarda Child & Family Services	213,853	316,330
Hospice of Windsor and Essex County Inc.	61,986	123,974
House of Shalom Youth Centre	48,630	97,262
House of Sophrosyne	25,164	50,327
John Howard Society of Windsor-Essex County	45,354	90,704
Lakeshore Community Services	20,460	40,925
Multicultural Council of Windsor and Essex County	44,416	59,224
Salvation Army	204,406	268,813
Sandwich Teen Action Group	31,872	63,741
Scouts Canada Trishore Council in Windsor and Essex	69,774	108,035
Sexual Assault Crisis Centre of Essex County Inc.	8,124	16,249
Shalom Counselling Services	-	24,342
South Essex Community Council	19,584	39,170
St. Leonard's House	3,576	7,155
Unemployed Help Centre of Windsor Inc.	58,636	117,277
United Way of Canada	53,243	45,000
Victorian Order of Nurses Windsor-Essex County Branch	17,940	35,879
Well-Come Centre for Human Potential	27,693	36,922
Windsor-Essex County Family YMCA	154,216	205,625
Windsor-Essex County Schools Safety Patrol Association	13,284	26,564
Windsor-Essex Family Network	13,728	27,451
Windsor-Essex Therapeutic Riding Association	75,662	75,662
Windsor Homes Coalition Inc.	26,538	53,074
Windsor Jewish Community Centre	9,166	64,160
Windsor Occupational Health Information Service	60,408	120,810
Youth & Family Resource Network of Windsor-Essex County	49,206	98,414
	\$ 2,069,831	\$ 3,513,210

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Special Grants

Schedule 3

Fifteen months ended March 31, 2011, with comparative figures for the year ended December 31, 2009

	2011		2009	
211	\$	122,594	\$	95,577
After-School Programs - Food Assistance		20,000		-
East Windsor Community Service Centre (Drouillard Place)		-		19,583
Windsor Essex Food Bank Association		75,156		-
Glengarda Child & Family Services - Early Intervention		62,119		124,238
Salvation Army - Emergency Food		10,000		-
Unemployed Help Centre of Windsor Inc.		-		25,000
Windsor-Essex Therapeutic Riding Association		56,747		-
	\$	346,616	\$	264,398

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Other Revenue

Schedule 4

Fifteen months ended March 31, 2011, with comparative figures for the year ended December 31, 2009

	Fundraising		United Way Delivered Community Programs		Administration and General Operations		Total		Externally funded programs	
	2011	2009	2011	2009	2011	2009	2011	2009	2011	2009
Revenue:										
Administrative fees	\$ -	\$ -	\$ 7,750	\$ 18,270	\$ 5,700	\$ -	\$ 13,450	\$ 18,270	\$ 61,530	\$ 33,749
Occupancy	-	-	-	-	105,174	82,991	105,174	82,991	-	-
Other	22,500	11,912	11,560	14,160	52,572	19,447	86,632	45,519	11,889	17,474
	\$ 22,500	\$ 11,912	\$ 19,310	\$ 32,430	\$ 163,446	\$ 102,438	\$ 205,256	\$ 146,780	\$ 73,419	\$ 51,223

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Operating Expenses

Schedule 5

Fifteen months ended March 31, 2011, with comparative figures for the year ended December 31, 2009

	Fundraising		United Way Delivered Community Programs		Externally Funded Programs		Administration, Marketing & Communication	
	2011	2009	2011	2009	2011	2009	2011	2009
Salaries	\$ 437,966	\$ 423,351	\$ 314,482	\$ 276,746	\$ 306,646	\$ 231,030	\$ 378,643	\$ 300,746
Fringe benefits	78,095	76,357	79,512	71,164	31,111	23,899	95,034	58,811
Occupancy	77,496	60,218	67,808	52,691	-	-	221,245	138,012
Office	38,516	35,099	23,042	19,973	25,332	26,563	24,042	19,042
Recruitment and education	5,950	3,027	4,301	631	60,074	26,085	38,604	1,644
Promotion and publicity	121,868	97,865	24,133	23,538	20,518	31,999	5,651	6,073
Purchased services	44,432	25,910	17,933	11,339	-	-	18,586	19,771
Capital expenditure	2,993	-	993	-	-	-	8,105	11,614
Miscellaneous	15,554	18,074	6,127	7,242	56,399	28,480	13,613	19,187
	<u>822,870</u>	<u>739,901</u>	<u>538,331</u>	<u>463,324</u>	<u>500,080</u>	<u>368,056</u>	<u>803,523</u>	<u>574,900</u>
Allocation of administration, marketing and communication expenses	377,656	258,705	425,867	316,195	-	-	(803,523)	(574,900)
	<u>\$ 1,200,526</u>	<u>\$ 998,606</u>	<u>\$ 964,198</u>	<u>\$ 779,519</u>	<u>\$ 500,080</u>	<u>\$ 368,056</u>	<u>\$ -</u>	<u>\$ -</u>