

Financial Statements of

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

Year ended March 31, 2018



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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, 2018 and the statements of operations, changes in net assets, and cash flows for the year 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 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.

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 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 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, 2018 and its results of operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada
June 27, 2018

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Statement of Financial Position

March 31, 2018 with comparative information for 2017

	2018	2017
Assets		
Current assets:		
Cash and cash equivalents	\$ 1,668,664	\$ 1,722,183
Investments (note 4)	732,116	724,858
Campaign pledges receivable, net (note 3)	3,085,433	2,849,899
Other receivables	111,136	39,430
Prepaid expenses	36,943	40,581
	5,634,292	5,376,951
Investments (note 4)	540,303	620,652
Capital assets (note 5)	41,058	45,768
	\$ 6,215,653	\$ 6,043,371

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 368,685	\$ 259,009
Deferred grant revenue (note 6)	153,766	83,378
Designated gifts payable	497,199	436,734
	1,019,650	779,121
Accrued benefit obligation (note 7)	666,629	603,359
Net assets:		
Invested in capital assets	41,058	45,768
Internally designated for Capital Fund (note 2)	400,907	141,046
Internally designated for Tomorrow Fund (note 2)	563,480	631,128
Internally designated for Stabilization Fund (note 2)	3,523,929	3,842,949
	4,529,374	4,660,891
Commitments (note 8)		
	\$ 6,215,653	\$ 6,043,371

See accompanying notes to financial statements.

On behalf of the Board:

 Director

 Director

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

Statement of Operations

Year ended March 31, 2018 with comparative information for 2017

	Year ended March 31, 2018						Year ended March 31, 2017					
	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	\$ 5,065,255	-	-	\$ 5,065,255	\$ -	\$ 5,065,255	\$ 4,974,598	-	-	\$ 4,974,598	\$ -	\$ 4,974,598
Bequests	-	2,875	-	2,875	-	2,875	-	2,098	-	2,098	-	2,098
Funds transferred to other United Ways/Centraides	(2,755)	-	-	(2,755)	-	(2,755)	(2,795)	-	-	(2,795)	-	(2,795)
Gross Campaign Revenue	5,062,500	2,875	-	5,065,375	-	5,065,375	4,971,803	2,098	-	4,973,901	-	4,973,901
Pledge shrinkage	(250,144)	-	-	(250,144)	-	(250,144)	(192,663)	-	-	(192,663)	-	(192,663)
Net Campaign Revenue	4,812,356	2,875	-	4,815,231	-	4,815,231	4,779,140	2,098	-	4,781,238	-	4,781,238
Grants	29,832	-	-	29,832	86,415	116,247	25,886	-	-	25,886	51,403	77,289
Sponsorships	133,906	-	-	133,906	11,500	145,406	97,368	-	-	97,368	18,000	115,368
Investment income	38,477	15,477	-	53,954	-	53,954	36,915	28,701	-	65,616	-	65,616
Other revenue (schedule 3)	402,460	-	-	402,460	74,101	476,561	178,754	-	-	178,754	85,547	264,301
Total Revenue	5,417,031	18,352	-	5,435,383	172,016	5,607,399	5,118,063	30,799	-	5,148,862	154,950	5,303,812
Expenses												
Fundraising Expenses (schedule 4)	(1,349,373)	(15,000)	(11,258)	(1,375,631)	-	(1,375,631)	(1,406,209)	(15,000)	(8,141)	(1,429,350)	-	(1,429,350)
Net Revenue available for Community Investments	4,067,658	3,352	(11,258)	4,059,752	172,016	4,231,768	3,711,854	15,799	(8,141)	3,719,512	154,950	3,874,462
Community Investments												
Allocations to Funded Initiatives (note 8, schedule 1)	2,513,785	-	-	2,513,785	-	2,513,785	2,615,578	-	-	2,615,578	-	2,615,578
Agency surpluses returned (5,997)	(5,997)	-	-	(5,997)	-	(5,997)	(5,240)	-	-	(5,240)	-	(5,240)
Special Grants (schedule 2)	158,908	-	-	158,908	-	158,908	200,629	-	-	200,629	-	200,629
Designations - HealthPartners, Other Agencies	89,839	-	-	89,839	-	89,839	39,527	-	-	39,527	-	39,527
United Way Delivered Community Programs (schedules 4, 5)	1,383,763	-	11,258	1,395,021	172,016	1,567,037	1,102,178	-	8,141	1,110,319	154,950	1,265,269
Total Community Investments	4,140,298	-	11,258	4,151,556	172,016	4,323,572	3,952,672	-	8,141	3,960,813	154,950	4,115,763
Excess (deficiency) of revenue over expenses	\$ (72,640)	\$ 3,352	\$ (22,516)	\$ (91,804)	\$ -	\$ (91,804)	\$ (240,818)	\$ 15,799	\$ (16,282)	\$ (241,301)	\$ -	\$ (241,301)

See accompanying notes to financial statements.

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Statement of Changes in Net Assets

Year ended March 31, 2018 with comparative information for 2017

2018	Invested in capital assets	Capital Fund	Tomorrow Fund	Stabilization Fund	Total
Balance, beginning of year*	\$ 45,768	\$ 141,046	\$ 631,128	\$ 3,842,949	\$4,660,891
Excess (deficiency) of revenues over expenses	(22,516)	-	3,352	(72,640)	(91,804)
Actuarial gain on accrued benefit obligation	-	-	-	87,637	87,637
Plan amendment on accrued benefit obligation	-	-	-	(127,350)	(127,350)
Fund transfers	-	277,667	(71,000)	(206,667)	-
Purchase of capital assets	17,806	(17,806)	-	-	-
Balance, end of year	\$ 41,058	\$400,907	\$ 563,480	\$ 3,523,929	\$ 4,529,374

2017	Invested in capital assets	Capital Fund	Tomorrow Fund	Stabilization Fund	Total
Balance, beginning of year*	\$ 28,399	\$ 116,282	\$ 686,329	\$ 4,096,541	\$4,927,551
Excess (deficiency) of revenues over expenses	(16,282)	-	15,799	(240,818)	(241,301)
Actuarial loss on accrued benefit obligation	-	-	-	(25,359)	(25,359)
Fund transfers	-	58,415	(71,000)	12,585	-
Purchase of capital assets	33,651	(33,651)	-	-	-
Balance, end of year	\$ 45,768	\$ 141,046	\$ 631,128	\$ 3,842,949	\$ 4,660,891

See accompanying notes to financial statements.

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Statement of Cash Flows

Year ended March 31, 2018 with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operating activities:		
Deficiency of revenues over expenses	\$ (91,804)	\$ (241,301)
Items not involving cash:		
Amortization of capital assets	22,516	16,282
Non-cash accrued benefit obligation	23,557	22,168
Change in fair value of investments	(19,909)	(33,560)
Change in non-cash operating working capital		
Campaign pledges receivable, net	(235,534)	(341,878)
Other receivables	(71,706)	38,041
Prepaid expenses	3,638	26,828
Accounts payable and accrued liabilities	109,676	52,766
Deferred grant revenue	70,388	2,975
Designated gifts payable	60,465	128,365
	(128,713)	(329,314)
Investing activities:		
Short term investments	93,000	(720,000)
Long term investments	-	220,000
Purchase of capital assets	(17,806)	(33,651)
	75,194	(533,651)
Net decrease in cash and cash equivalents	(53,519)	(862,965)
Cash and cash equivalents, beginning of year	1,722,183	2,585,148
Cash and cash equivalents, end of year	\$ 1,668,664	\$ 1,722,183

Of the above amounts of cash and cash equivalents \$230,676 at March 31, 2018 (2017 - \$114,623) was restricted under the terms of various grant agreements.

See accompanying notes to financial statements.

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

1. Purpose of Organization:

United Way/Centraide Windsor-Essex County ("United Way") is a registered Canadian Charitable Public Foundation incorporated as a corporation without share capital under the Corporations Act of Ontario. United Way's 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 a registered charitable public foundation under the Income Tax Act, United Way is exempt from income taxes provided certain requirements of the Income Tax Act are met.

2. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook.

(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 the following 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 funding decisions as well as for emergencies and other needs.
- (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) The Capital Fund was established to accumulate funds to support future capital expenditures. Amounts are internally designated to this fund by the Board of Directors.

(b) Revenue recognition:

United Way follows the deferral method of accounting for contributions which include donations and various grants.

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

2. Significant accounting policies (continued):

(b) Revenue recognition (continued):

Gifts made in the fall campaign that have been received by year end are recognized as revenue in the period they are received. Pledges made during the fall campaign are recognized as revenue in the period in which the pledge is received and employee amounts pledged are typically received in the following calendar year by way of payroll deduction. Both pledges and gifts from the fall campaign are used to finance activities in the following fiscal year. Fundraising expenses are expensed in the period they are incurred.

Restricted contributions are recognized as revenue in the period in which the related expenses are incurred. Designated donations received under flow-through 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.

Unrestricted investment income is recognized as revenue when earned. Restricted investment income is recognized as revenue in the year in which the related expenses are recognized.

Revenue from fees and rental income is recognized when the services are provided.

(c) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and short-term deposits which are highly liquid with original maturities of less than three months. During the year, these funds earned interest at an average of 2.4% (2017 – 1.9%).

(d) Capital assets:

Purchased capital assets are recorded at cost. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to United Way's ability to provide services, its carrying amount is written down to its residual value.

Capital assets are amortized on a straight-line basis using the following annual rates:

	Rate
Leasehold improvements	over the term of the remaining lease
Equipment	3 -10 years

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

2. Significant accounting policies (continued):

(e) Employee future benefits:

United Way maintains a defined contribution pension plan for the benefit of employees. Contributions to the plan by 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 as the eligible employees render the services necessary to earn benefits. The actuarial determination of the accrued benefit obligation uses the projected benefit method prorated on service (which incorporates management's best estimate of cost escalation, retirement ages of employees and other actuarial factors). The measurement date of the accrued benefit obligation coincides with United Way's fiscal year. The most recent actuarial valuation of the benefit plans for accounting purposes was as of March 31, 2018.

Actuarial gains (losses) arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. Gains and losses are recognized as experienced directly to net assets.

Past service costs arising from plan amendments are also recognized directly to net assets at the date of amendment.

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-For-Profit Organizations 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.

(g) Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

2. Significant accounting policies (continued):

(h) Contributed services:

United Way greatly benefits from the substantial number of hours and other resources contributed by volunteers and organizations 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.

(i) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. United Way has elected to carry investments in market-tracking equity funds, fixed income securities and mutual funds at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, United Way determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount United Way expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(j) 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 Externally Funded Programs as these expenses are provided as in-kind support to these activities.

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

3. Campaign pledges receivable:

	2018	2017
Campaign pledges receivable	\$ 3,572,016	\$3,281,925
Less allowance for pledge shrinkage	(486,583)	(432,026)
	\$ 3,085,433	\$2,849,899

4. Investments:

Short term investments

Short term investments comprise fixed income securities which have a weighted average effective interest rate of 1.6% (2017 - 1.3%) and a weighted average term to maturity of 0.44 years (2017 - 0.57 years).

Long term investments

	2018	2017
Fixed income securities	\$ 447,034	\$ 490,988
Common shares	66,559	62,734
Mutual funds	26,710	66,930
	\$ 540,303	\$ 620,652

The fixed income securities have a weighted average effective interest rate of 1.9% (2017 – 1.7%) and a weighted average term to maturity of 1.12 years (2017 – 1.48 years).

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

5. Capital assets:

2018	Cost	Accumulated amortization	Net book value
Equipment	\$ 495,746	\$ 454,688	\$ 41,058
Leasehold improvements	612,952	612,952	-
	\$ 1,108,698	\$ 1,067,640	\$ 41,058

2017	Cost	Accumulated amortization	Net book value
Equipment	\$ 486,341	\$ 440,573	\$ 45,768
Leasehold improvements	612,952	612,952	-
	\$ 1,099,293	\$ 1,053,525	\$ 45,768

6. 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:

	2018	2017
Balance, beginning of year	\$ 83,378	\$ 80,403
Add amount received in the year	270,657	156,759
Less amount recognized as revenue in the year	(200,269)	(153,784)
	\$ 153,766	\$ 83,378

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

7. Accrued benefit obligation:

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 post-retirement benefits. A valuation as at March 31, 2018 has been used to determine the benefit costs for the current period. The accrued benefit obligation is unfunded.

The change in the accrued benefit obligation is as follows:

	2018	2017
Accrued benefit obligation, beginning of year	\$ 603,359	\$ 555,832
Net periodic benefit cost:		
Current service cost	17,561	15,879
Interest	22,966	22,544
	40,527	38,423
Less: benefits paid	(16,970)	(16,255)
	23,557	22,168
Actuarial (gain) loss recognized in net assets	(87,637)	25,359
Plan amendment recognized in net assets	127,350	-
Accrued benefit obligation, end of year	\$ 666,629	\$ 603,359

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

	2018	2017
Discount rate	3.50%	3.75%
Health care cost trend rate	7.3% in 2018 decreasing to 4.5% in 2032	7.9% in 2015
Employee average remaining service life	11.5 years	13.9 years

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

Change in obligation for 1% increase in discount rates	\$ (100,000)
Change in obligation for 1% decrease in discount rates	\$ 126,700

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

Change in obligation for 1% increase in trend rates	\$ 120,000
Change in obligation for 1% decrease in trend rates	\$ (93,300)

United Way also maintains a defined contribution pension plan for the benefit of employees. Contributions to the plan in the period were \$40,721 (2017 - \$44,820).

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

8. Commitments:

Multi-year commitments to Funded Initiatives

In March 2015 United Way entered into multi-year funding agreements to fund initiatives that align with three priorities: Poverty to Possibility, All That Kids Can Be, and Strong Communities (Schedule 1). These initiatives are funded for various periods up until March 2020, 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 the existing funding agreements are as follows:

2019	\$2,479,242
2020	\$2,479,242

Long-term leases

United Way leases a property located at 300 Giles Blvd. East. In 2015 United Way entered into a new lease commencing July 1, 2015, for a 10 year period to June 30, 2025. Annual future lease payments are \$96,530 until the expiry of the lease.

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

2019	\$12,782
2020	\$5,626
2021	\$3,147

9. Financial risks and concentration of risk:

(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.

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

9. Financial risks and concentration of risk (continued):

(b) Currency risk:

United Way is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates. In the normal course of business, United Way receives donations denominated in U.S. dollars and holds some funds in U.S. dollars. There has been no significant change to the risk exposure from 2017.

(c) Credit risk:

Credit risk refers to the risk that a counterparty may not meet its obligations resulting in a financial loss. Campaign pledges receivable and other receivables are subject to credit risk. United Way assesses collectability and provides for any amounts that are not collectible in the allowance for doubtful accounts. Cash and cash equivalents are held in credit-worthy financial institutions. Cash positions were diversified to short term investments in the year in order to better address credit risk.

(d) 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.

(e) Capital and liquidity risks:

United Way's policy is to maintain minimum reserve funds so as to maintain its ability to sustain future development and meet its commitments to funded initiatives. Management and the Board actively monitor forecast minimum fund levels as well as forecast fundraising campaign results, funding commitments and operating requirements.

Liquidity risk is the risk that United Way will be unable to fulfill its obligations on a timely basis or at a reasonable cost. United Way manages its liquidity risk by monitoring its operating requirements. United Way prepares budget and forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no significant change to the risk exposures from 2017.

UNITED WAY/CENTRAIDE WINDSOR-ESSEX COUNTY

Notes to Financial Statements

Year ended March 31, 2018

10. Voluntary Related Party Disclosure:

As part of the Imagine Canada Standards Program, United Way is required to disclose any payments to organizations in which a Board Member is an owner, partner or senior manager even though these transactions may not otherwise be disclosed under Section 4460 of Part III of the CPA Handbook. United Way incurred expenses for facility rentals and other purchases of goods or services with organizations with which certain members of the Board of Directors are associated by way of their employment, totalling \$68,623 (2017 - \$42,724). These transactions are considered to be in the normal course of business and are measured at or below fair market value.

11. Voluntary Cost of Fundraising Disclosure:

As part of its Membership Agreement with United Way Centraide Canada, United Way is required to disclose the basis of certain cost ratios provided to stakeholders in its public communications. The calculation of these is as follows:

	2018	2017
Direct Costs of Fundraising	16.1%	18.9%
Associated Cost of Administration & Marketing	7.4%	7.1%
	23.5%	26.0%

These amounts are calculated based on total revenue before deducting pledge shrinkage.

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Allocations to Funded Initiatives - Lead Agencies by Strategy Type

Schedule 1

Year ended March 31, 2018 with comparative information for 2017

		2018	2017
POVERTY TO POSSIBILITY			
FOOD SECURITY			
ACCESS County Community Support Services	ACCESS Seed to Table	\$ 83,718	\$ 97,410
East Windsor Community Service Centre (Drouillard Place)	Drouillard Road Food Bank	26,653	-
Salvation Army	Eat Better Do Better	71,025	158,100
Unemployed Help Centre of Windsor Inc.	The Food Security Network	180,160	169,923
ALL THAT KIDS CAN BE			
STRENGTHENING KIDS - OUT OF SCHOOL PROGRAMS			
Sandwich Teen Action Group	After-School Youth Program	73,500	73,500
South Essex Community Council	SPARK	98,000	98,000
The House Youth Centre	Youth Program	98,000	98,000
STRENGTHENING KIDS - AFTER-SCHOOL PROGRAMS			
East Windsor Community Service Centre (Drouillard Place)	After-School Collaborative - Harrow	15,200	15,200
East Windsor Community Service Centre (Drouillard Place)	Drouillard Road After-School Program	46,100	46,100
East Windsor Community Service Centre (Drouillard Place)	Glengarry After-School Program	46,100	46,100
Housing Information Services	Youth Agora Homework Club	58,800	58,800
Housing Information Services	Youth First	41,700	41,700
Multicultural Council of Windsor and Essex County	After-School Program	51,000	51,000
YOUTH MENTORING			
Big Brothers Big Sisters of Windsor and Essex County	Youth Mentoring	360,163	360,163
FAMILY SUPPORTS			
Alive Canada/Canadian Mental Health Association Windsor-Essex	Building Community Resilience to Suicide	16,250	54,166
Windsor-Essex Family Network	Families Helping Families in Partnership	107,800	107,800
STRONG COMMUNITIES			
COUNSELLING AND SUPPORTS			
Brain Injury Association of Windsor and Essex County	GOALS	7,200	7,200
Family Services Windsor-Essex	Community Counselling Partnership	401,800	401,800
Family Services Windsor-Essex	Windsor Pride Community Centre	52,000	52,000
Family Services Windsor-Essex	Voluntary Trusteeship	145,099	145,099
NEIGHBOURHOOD ENGAGEMENT			
Downtown Windsor Community Collaborative	Downtown Windsor Neighbourhood Renewal	78,400	78,400
East Windsor Community Service Centre (Drouillard Place)	Ford City Neighbourhood Renewal	113,617	113,617
East Windsor Community Service Centre (Drouillard Place)	Glengarry-Marentette Neighbour to Neighbour	121,000	121,000
Life After Fifty	Our West End	110,000	110,000
Life After Fifty	Promoting Seniors' Independence	110,500	110,500
		\$ 2,513,785	\$ 2,615,578

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Special Grants

Schedule 2

Year ended March 31, 2018 with comparative information for 2017

	2018	2017
211 - Information and Referral	\$ 46,715	\$ 46,727
Backpack Program	15,073	10,416
Family Service Windsor - Emergency Assistance Fund	52,600	42,000
First Nations Child Safety	-	5,000
OPIRG Food Program	-	340
Push for Change	-	1,000
Rebuilding Wheels rebuilding Lives - EJ Lajeunesse High School	-	5,000
Shoes for Schools	-	840
South Shore Health Centre	-	15,000
United Way Canada / Centraide Canada	44,520	51,725
Windsor Essex Community Gardens	-	22,581
	\$ 158,908	\$ 200,629

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Other Revenue

Schedule 3

Year ended March 31, 2018 with comparative information for 2017

	Fundraising		United Way Delivered Community Programs		Administration and General Operations		Total		Externally funded programs	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Revenue:										
Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,291	\$ 53,625
Occupancy	-	-	-	-	85,875	86,379	85,875	86,379	-	-
Funds returned from United Ways of Ontario	-	-	-	-	-	-	217,690	-	-	-
Other	35,514	38,033	20,346	22,102	43,035	32,240	98,895	92,375	61,810	31,922
	<u>\$ 35,514</u>	<u>\$ 38,033</u>	<u>\$ 20,346</u>	<u>\$ 22,102</u>	<u>\$ 128,910</u>	<u>\$ 118,619</u>	<u>\$ 402,460</u>	<u>\$ 178,754</u>	<u>\$ 74,101</u>	<u>\$ 85,547</u>

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Operating Expenses

Schedule 4

Year ended March 31, 2018 with comparative information for 2017

	Fundraising		United Way Delivered Community Programs		Externally Funded Programs		Administration, Marketing & Communication	
	2018	2017	2018	2017	2018	2017	2018	2017
Salaries	\$ 505,809	\$ 591,362	\$ 576,725	\$ 395,527	\$ 84,405	\$ 95,450	\$ 435,674	\$ 442,752
Fringe benefits	107,418	116,769	104,034	96,801	4,870	16,353	83,999	74,730
Occupancy	87,290	59,639	63,337	51,860	-	-	92,475	135,830
Office	22,518	23,604	21,703	19,055	3,763	3,676	28,849	24,260
Recruitment and education	8,024	12,366	4,532	14,592	8,522	13,055	9,153	9,320
Promotion and publicity	153,814	157,465	28,075	40,628	30,381	17,682	73,263	9,727
Purchased services	41,662	55,748	62,895	41,571	35,360	8,476	68,183	22,394
Program Supplies & Misc.	17,571	23,411	117,194	76,299	4,715	258	18,939	12,677
	944,106	1,040,364	978,495	736,333	172,016	154,950	810,535	731,690
Allocation of administration, marketing and communication expenses	405,267	365,845	405,268	365,845	-	-	(810,535)	(731,690)
	\$ 1,349,373	\$ 1,406,209	\$ 1,383,763	\$ 1,102,178	\$ 172,016	\$ 154,950	\$ -	\$ -

UNITED WAY / CENTRAIDE WINDSOR - ESSEX COUNTY

Schedule of Operating Expenses -
United Way Delivered Community Programs by Activity

Schedule 5

Year ended March 31, 2018 with comparative information for 2017

	2018	2017
Community Investment Planning & Oversight	\$ 141,099	\$ 168,590
Labour Programs & Services	121,674	120,473
Labour Appreciation Awards	37,837	41,932
Counselling Services for Non-Profits	51,082	79,918
Training & Workshop Series	58,414	61,495
Community Development & Research	169,931	117,550
Volunteer Centre	136,594	70,311
Student, Youth and Retiree Engagement	234,754	102,515
On Track to Success	275,494	219,449
Summer Lunch Program	58,379	23,447
Ontario Youth Volunteer Challenge	44,191	41,796
Community Meeting Rooms	54,314	54,702
	<u>\$ 1,383,763</u>	<u>\$ 1,102,178</u>