

A red-tinted historical photograph of a busy city street. In the foreground, a large crowd of people, including men in suits and hats and women in mid-20th-century dresses, are gathered on the sidewalk. The street is wet, reflecting the scene. In the background, there are multi-story buildings and vintage signs. One prominent sign on the left reads "Bexall DRUGS" in a script font, with "NEIGHBORHOOD DRUG CO." below it. Other signs include "HOLD", "ANCE", "ANS", "RE", and "ETE".

United Way

75

years caring

2015 Annual Report

When you give to the United Way, you can rest assured that your gift will be invested wisely where it has the most impact.



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Photo: E. Erkin, Queen's University Archives

Mission:

"To build and strengthen our community by bringing people and resources together to facilitate change."

Vision:

We see a future where people are self-sufficient in a community where individuals live with hope, dignity and a sense of belonging.

Values:

We will be known as an organization that:

- Operates with integrity, transparency and accountability to the highest ethical standards to ensure public trust
- Provides leadership in driving social change, partnerships and collaborative innovation
- Respects community wisdom by considering diverse viewpoints
- Harnesses and engages the talents and resources in our community to enhance a philanthropic culture
- Promotes volunteerism through creating awareness and engagement.

2015 In Review

Governance

The Board of Directors continued to work on their Risk Management Plans, developing risk mitigation plans for some of the key risks identified in 2014. The Resource Committee of the Board developed plans for Retention of CEO and Retention of Staff in Critical Roles. The Finance & Audit Committee completed a detailed risk mitigation plan for IT Storage & Data as well as Financial Controls.

Work on additional risk mitigation plans continues, with plans for another three to be completed in 2016.

75 Years Caring

In September 1941 the Kingston Community Chest was incorporated with a mandate to develop cooperation among social agencies and to provide financial support, raising \$23,500 in its first year. Our United Way started plans to celebrate our 75th anniversary, with a committee working on awareness and events.

Human Resources

Thanks to an Innoweave grant, we received funding for 1.5 FTE to provide backbone coordination and youth engagement for the Youth Homelessness initiative.

There continued to be some changes in staffing for a variety of reasons. An implementation plan for our Talent Management Strategy was developed, including customized personal development plans for United Way staff.

Finance & Administration

As a result of the IT Infrastructure risk mitigation plans, a number of upgrades were implemented, including hardware to mitigate the risk of data loss. Servers were relocated to a safe and secure location within the building and new technology will allow for quicker recovery in the event of any disruption to IT services

Operational expenses came in at 93% of budget. The cost ratio of fundraising and related administration costs were well below the national average (35%), with ours coming in 15.7%. In 2015 we had a planned in-year deficit and invested in grants to balance an unexpected surplus and avoid a large cumulative surplus.

Fundraising and related administration costs

15.7%

*our fundraising and related administration costs were well below the national average (35%)



Engagement of Future Generations

Success By 6 Week offers free events for children 0-6, their parents and caregivers, reminding them to "Take the Time, Make the Moments Matter". 2015 saw 167 free events in one week, with high attendance in all.

The Caring for Others program is delivered in classrooms to show local Grade 4 and 5 students ways they can care for others in the community. During the year 510 students participated in this program delivered by 22 volunteers.

The Change The World Youth Challenge targets volunteerism in high schools. 3,690 youth contributed 20,424 volunteer hours over a four week period. All high schools in the region took part in this challenge.

Next Gen engages young professionals in their twenties and thirties, providing them a peer network to engage with the United Way. We now have 48 Next Gen Ambassadors in workplaces. New in 2015, we hosted an Emerging Leaders breakfast to bring together young professionals with local leaders. The event had about 50 attendees who gained valuable experience from the assembled group of community leaders.

Meeting Immediate Needs

In 2015 we funded 57 programs delivered by 40 agencies and these programs supported 75,000 clients.

Leadership Development Services builds the capacity of Board members and staff of not for profit organizations in the region. Six (6) public workshops and one custom workshop were offered.

Addressing Root Causes

The United Way is working collectively with the community on a plan to end youth homelessness. Framed by the voice of youth, with input from front-line service providers, funders, and community members, we continued our collective impact work to implement the plan to end youth homelessness in KFL&A. Our Theory of Change was developed with the goal: "By 2020, 80 % of youth who enter the homeless system in KFL&A maintain their housing, or are housed within 30 days."

The United Way Board of Directors funded three pilot programs from its Youth Homelessness Fund. An evaluation framework was developed and an awareness campaign was developed.





Photo: Youth Homelessness Awareness Day at Queen's Park, November 23, 2015

Our United Way partnered with local MPP Sophie Kiwala to host a Youth Homelessness awareness day at Queen's Park in November 2015. MPPs from across the province and youth with lived experience were in attendance to showcase the need to end youth homelessness.

In 2015, the City of Kingston and the United Way set up a task force to develop strategies to address the issue of youth employment for barriered youth as well as youth who may have education and skills but who are unable to find employment.

75,000 clients
supported by 57 programs
delivered by 40 agencies

Community Profiles were developed to provide data by neighbourhood to help agencies, school boards and individuals identify areas of opportunity and risk. These user friendly profiles can be found on our website at <http://www.unitedwaykfla.ca/community-plans-and-reports/community-profiles>

Resource Development

On November 30, 2015 our community celebrated the annual campaign achievement of its goal of \$3.4 million.

New in 2015, was the development of strategies through a special Retiree Task Force made up of a group of dedicated volunteers. This task force successfully piloted 6 retiree workplace campaigns and 2 condominium campaigns. This lays a foundation of best practices to build on for the 2016 campaign.

The Drop-In Centre Kingston Inc. made a generous donation to our 2015 campaign. President Anne Brown and Treasurer Kathryn Coyles provided the United Way with a donation of \$37,189 as one of the beneficiaries in the letters patent for the Drop-In Centre Kingston Inc. These funds will be put towards youth at-risk initiatives in our KFL&A communities.

Leadership giving (\$1,200+) continues to drive the growth of the campaign making up 38% of the total campaign (up from 33% in 2014). In 2015, the Leadership Challenge Grant was again generously sponsored by John and Diana Weatherall. With this challenge grant the United Way KFLA is able to offer a way for donors of \$1,200 or more to increase the impact of their gift.

Lives Transformed

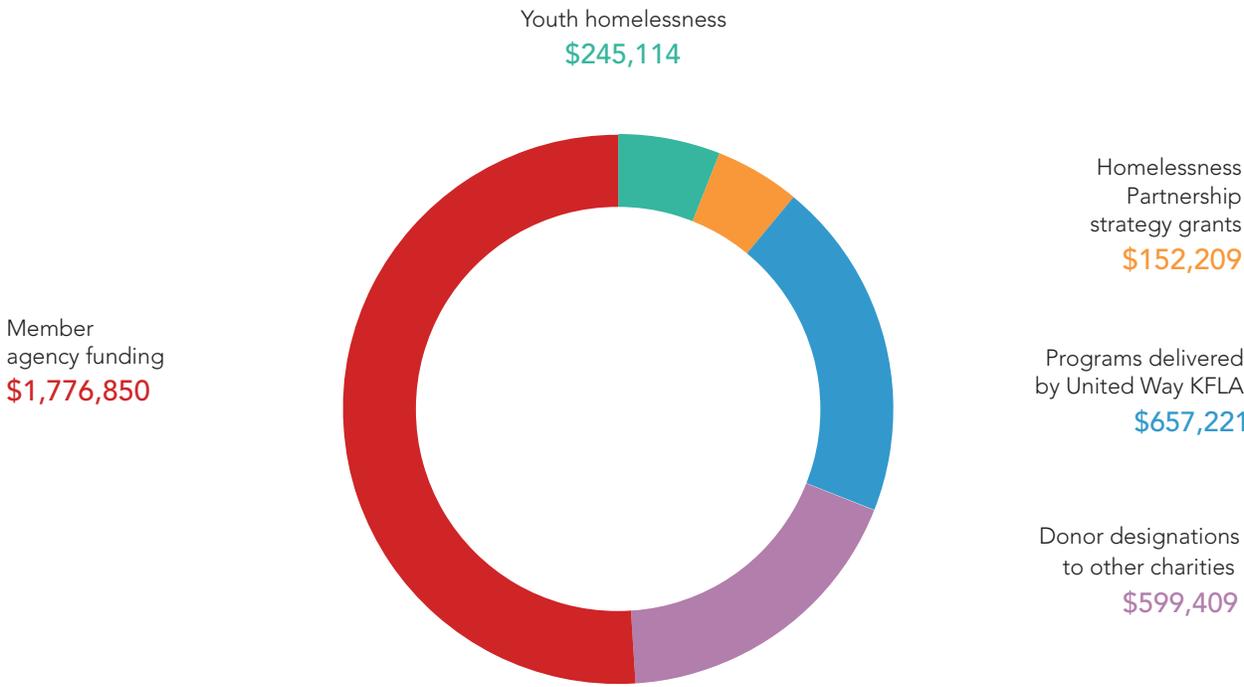
The 2015 campaign saw our largest single gift in our 75 year history. United Way's Honorary Patron and local philanthropist made a gift of \$1.2 million, through our United Way to support a home for homeless youth age 16-19.

"It is very disturbing to think of young people without a place to sleep at night. This will give them a stepping stone on which to build their lives. I am grateful to the United Way for bringing this to my attention, and am happy to support it financially. I hope this gift will inspire others to join me in helping to transform lives of people in our region." **A. Britton Smith**



Financial Highlights

Fiscal Year	2015
Total gifts & other funding	\$3,793,377
Total distribution and community programs	\$3,430,802
Fundraising and related administrative cost ratio	15.7%
Pledge loss ratio	3.6%



We Are Accountable to You

United Way KFLA takes our accountability to the community very seriously and we strive to make our reports to the community transparent and easily understood.

Having won the Voluntary Sector Reporting Award (VSRA) award three times our United Way KFLA has received the status of 'Exemplar' from the VSRA in the area of financial reporting and transparency.



Voluntary Sector
Reporting Awards 2014
Exemplar 2014-2017



Effective, Efficient and Accountable

- United Way KFLA complies with United Way of Canada's Transparency, Accountability and Financial Reporting standards.
- We adhere to Imagine Canada's Ethical Code and the Donor Bill of Rights 
- Our financial statements are audited by an independent auditor and are included in this report and online at <http://www.unitedwaykfla.ca/about-us/annual-report/>.
- United Way KFLA actively solicits in-kind donations, sponsorships, pro-bono services and the support of volunteers to keep expenses as low as possible. This ensures that as much as possible of every dollar goes directly to the community.
- Every year, thousands of volunteers come together to raise funds for services that benefit their family, friends and neighbours.

Annual Registered Charity Disclosure and CEO Salary

- Our latest Canada Revenue Agency annual T3010 registered charity disclosure is available at www.cra-arc.gc.ca/chrts-gvng/lstngs/menu-eng.html
- The Compensation Committee periodically benchmarks CEO salaries of United Ways of similar size and with similar Canadian not-for-profit organizations. We regularly review the compensation levels of our staff to ensure they are within reasonable rates for the level of skill, knowledge and experience required for the role.
- Compensation levels of the 10 highest paid staff for all charities are available at the CRA website, under Charities Listings. For a quick view of our compensation levels please visit <http://bitly.com/CRA-quickview>



The first campaign
among social agencies
in Kingston raised

\$23,500



“We will be known as an organization that respects community wisdom by considering diverse viewpoints”





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CARD'S

HOUSE OF
LOWERS

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CHANGERS

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↓

RHA
LOCAL
PARKING



For The Year Ending 2015

Fundraising and related administration cost ratio

15.7%

Total revenue, including annual campaign

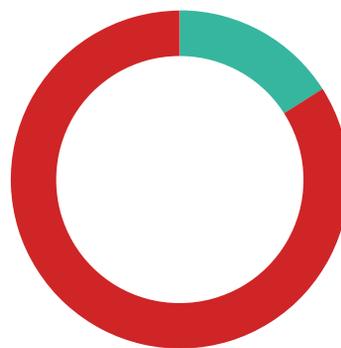
\$3,789,771

Fundraising and related administrative costs

\$594,143

* Our fundraising and administration costs are among the lowest in the charity sector. Canada Revenue Agency's benchmark for fundraising and administrative cost ratio is under 35%.

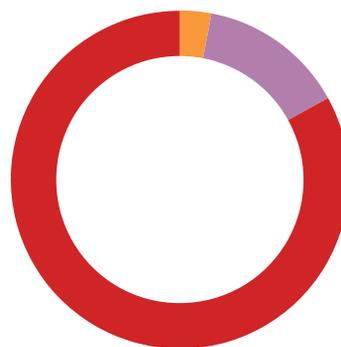
Community Investment



Fundraising and related administrative cost ratio
15.7%

Funds Invested In Programs and Services
84.3%

Revenue



Pledge Loss Ratio
-3%

Other Revenue
14%

Campaign Revenue
89%



2015 United Way Social Media Stats and Numbers

United Way Facebook

1,286



United Way
Facebook Likes

(from 1,221 in 2014)

United Way Twitter

3,273



United Way
Twitter Followers

(from 2,744 in 2014)

Next Gen Twitter

1,477

Next Gen
Twitter Followers

(from 1,229 in 2014)

Volunteer Centre Twitter

944

Volunteer Centre
Twitter Followers

(from 665 in 2014)

Board Chair and CEO Report



Susan Nicholson

Susan Nicholson
Chair, Board of Directors



Bhavana .

Bhavana Varma
President & CEO

In this, our 75th year, our United Way is working hard to meet our vision of a community where all people in our region live with hope, dignity and a sense of belonging.

In spite of challenges and changes in some of the larger workplace campaigns that support us as well as economic uncertainty, the campaign met its target. Thank you to the thousands of donors who supported the United Way. Without you, there would be no way! A special note of appreciation goes to the Campaign Cabinet and thousands of volunteers who continue to be champions in raising awareness about the value of giving through the United Way.

Thanks to this support, we invest in programs that meet immediate needs in our community, providing support to thousands of local residents every day. We appreciate the passion of our front line agency partners, their dedication and service, often in very difficult circumstances, and how much our community benefits from their commitment.

Statistics indicate that youth in Kingston and area are at a higher risk than many communities our size. With community partners and youth, we worked collectively to identify and address the root causes of these issues. We worked with Bryan Paterson, Mayor of the City of Kingston, to meet with youth and listen to their challenges. As a result, a task force on Youth Employment was set up, coordinated by the City of Kingston and our United Way. Work on Ending Youth Homelessness continues. A highlight of the year was coordinating a Youth Homelessness Awareness Day at Queen's Park, thanks to support and encouragement from MPP Sophie Kiwala.

We ended the year with our first million dollar gift. We are very grateful to our Honorary Patron, A. Britton Smith, for his generosity in providing \$1.2 million dollars to address the issue of youth homelessness. This transformational gift will support a transitional home for youth 16-19 years, providing them a secure, safe place to turn their lives around.

The Board of Directors provides strategic counsel, leadership and direction. Risk management continued to be a focus for our

Treasurer Report

Board, and the exercise has been valuable, encouraging us to think and work differently, looking for ways to identify and mitigate risks. One of the areas we worked on was retention of staff in key roles. Staff retention continues to be a challenge as expectations and demographics change in the workplace. We worked on a Talent Management strategy, developing ways to recruit, onboard and engage employees, providing them with customized personal and professional development opportunities.

It has been an honour and a privilege to work with all our volunteers, committees and community groups this past year. We look forward to another successful year in 2016.



B Jeffery

Bruce Jeffery
Treasurer

As I complete my term as Treasurer it has been my pleasure to work with the Finance Committee, Board and management to strive for ways to increase the transparency and accountability we bring to our community. I am confident that our United Way has put in place and continued to reinforce several policies and procedures to ensure a high level of financial accountability.

Thanks to continuous efforts towards controlling costs and always looking for generous contributions, we are proud to say that we spend 15.7% of our revenue on fundraising and related administrative costs.

In 2015 the United Way Board of Directors continued the process of reviewing the risk management for the organization.

As a part of this process the Finance & Audit Committee also completed a detailed review of our IT and Data Storage which resulted in recommendations for reinvestment in the main servers. As a result of this review mirrored server back-ups were set up to ensure there would be minimal time lost in the event of a disaster.

In addition, the Finance & Audit Committee took on the role of reviewing the financial controls of the organization. External review and a risk mitigation plan was developed.

In 2015 our United Way had a planned in-year deficit. This deficit is the result of funds from 2014 that were raised during the Kingston Penitentiary Tours and designated to youth homelessness. Revenue was captured in 2014 while these funds were distributed in 2015.

As a long-time volunteer with the United Way I want to personally thank the members of the Finance Committee, Bhavana, John and the United Way staff for all their assistance. Personally I look forward to continuing my long term volunteer involvement with the United Way in a new and exciting capacity.

Campaign Chair Report



Mike Ryan
Campaign

Back in September at the 2015 Campaign Kick-off, I asked people to close their eyes and picture themselves in a number of scenarios. All of these scenarios showed people that were affected in some way by the United Way.

Some needed support while others were the ones who provided that support, but either way, the fact remained that most people in the Kingston, Frontenac and Lennox and Addington area are involved in the United Way.

As the campaign chair, I knew that the long-standing success of these campaigns is a true testament to the spirit of HOPE and giving in our community and to the belief in the value of agencies supported by the United Way.

I was initially quite taken by the task of leading one of the most auspicious events in Kingston; however, having tremendous support from a stellar cabinet of

experienced volunteers at the table coupled with workplace representatives fueled by passion and energy made my leadership challenge that much easier. Being a Kingstonian for over 30 years, I felt a very strong pull to support my community, a community that has stretched and grown over the years, both in prosperity and also in terms of need.

We set a very strong target that would allow us to continue to give hope to those who need it. For me, the United Way gives our community and its members hope; a feeling of confidence that things will get better, brighter and easier, thanks to this support. I have been using the word hope for



some time now as I have seen its importance and effects for over 30 years in the corrections business. I have confidence in hope because I have seen how it can shape recovery, help people cope and allow others to adjust to many of life's difficult challenges.

I was honoured and privileged to announce during our Touchdown Breakfast that we had met our target of \$3,400,000. It was clear to me that everyone involved in the campaign took my message of hope and spread it forward, and I thank you for that. Hope brings change, and that's what

we've been able to give to the thousands of people in our community. Change in the way people live their lives; change in the way people see the world.

Finally, I would be remiss if I didn't mention that my tenure as the Chair of the United Way was made so much easier by the help and support of the United Way staff in our community. They are truly an amazing group who literally work day and night to make the campaign happen, and it is an absolute honour and privilege to work with these spectacular people.

From the bottom of my heart, I thank you for a wonderful campaign and I look forward to seeing continued success on the horizon.







Since **1941**,
the United Way
has worked to
strengthen lives.



In **2015** the United Way agencies supported 75,000 clients.



Front row: (left to right): Joan Jardin, Peter Kruas (Vice Chair), Susan Nicholson (Chair), Mike Ryan (Campaign Chair), Laurie Newport (Past Chair)
Back row: (left to right): Allen Prowse, Stephen Peck, Bruce Jeffery (Treasurer), Caroline Davis (Vice Chair) **Not in picture:** Mike DeGrace, Jody DiRocco, Jenn Goodwin, Matt Van Nest

Campaign Cabinet & Committees

Cabinet Members



The United Way KFLA campaign is led by community volunteers. Thanks to their efforts, and the hard work and dedication of over 2,500 volunteers, funds are raised to support our families, friends and neighbours right here in KFLA.

Mike Ryan
2015 Campaign Chair



Carrie Batt
Past Campaign



Myles Anderson
Next Gen



Elizabeth Bardon
Healthcare &
Agencies



Stéphane Bazzana
Manufacturing



Rejean Bruneau
Labour Liaison



Caroline Davis
Education



Daren Dougall
Healthcare
& Agencies



Jenn Goodwin
Next Gen



Col. Stephen Kelsey
GCWCC



Desirée Kennedy
Government



Kayla Kidd
Account Executive



Steve Kimpton
Manufacturing



Sheila Kingston
Leadership
Prospects



Sergiy Kolosov
Provincial



Chief Gilles
Larochelle
Municipa



Pat Murphy
Finance



Liza Nelson
Commercial



Allan Scott
Provincial



Matt Williams
Account Executive



Michelle Wilson
Finance



Adam Young
Account Executive

Leadership Giving Committee & Leadership Prospects Committee*



Bill Leggett
Leadership Giving
Committee



Gillian Sadinsky
Leadership Giving
Committee



John P. Wright
Leadership Giving
Committee



Gavin Cosgrove
Leadership
Prospects
Committee



Kim Donovan
Leadership
Prospects
Committee



Adam Koven
Leadership
Prospects
Committee



Rob Wood
Leadership
Prospects
Committee

* Leadership Prospects Committee also includes **Jim Parker** and **Sheila Kingston**

Retiree & Technology (Tech) Task Force**



Dr. Arlene Aish
Retiree, Task Force



Ian Brown
Tech Task Force



Brian Chenoweth
Retiree, Tech
Task Force



Lana Foulds
Retiree Task Force



Dr. Mark Gallerneault
Tech Task Force



Peter Kraus
Retiree, Task Force



Marina Lee
Retiree, Task Force



Steven Liss
Tech Task Force



Jim Parker
Retiree Task Force



Matt Van Nest
Tech Task Force

Also includes **Sheila Kingston and **Steve Kimpton** (Retiree Task Force)

Labour Report



A handwritten signature in black ink that reads "Joan Jordin".

Joan Jordin
District Officer, Ontario
Secondary School Teachers'
Federation (OSSTF)
Limestone District 27

Second Vice President, Kingston
& District Labour Council

United Way Board Member

The Canadian Labour Congress (CLC) and the United Way Centraide Canada (UWCC) share a common vision for prosperous communities. Together, we encourage workers and union leaders to get involved in United Way efforts so that our combined voices, networks and resources can make that vision real. Our local Kingston and District Labour Council is proud to have a strong partnership with our local United Way and will continue to offer support and help in any way that we can.

Thank you to all our union activists that sit on our United Way committees; committees that guide fund distribution and address issues like poverty and youth homelessness. Our Members bring workers' perspectives to these tables.

It has been an honour and a pleasure to work with the other United Way Board Directors. We have dealt with many local issues, including a risk-management process, which ensures our United Way remains strong and viable. I have truly enjoyed working with the Board and am very thankful to the highly dedicated United Way staff. Our community is in good hands.

Congratulations to all the volunteers, union locals, staff and workplace campaigners who again helped the United Way reach their 2015 goal. All the hard work done on the Campaign Cabinet by Rej Bruneau, a member of the Public Service Alliance of Canada (PSAC) / Union of National Defense Employees (UNDE) Local 641 and President of the Kingston and District Labour Council (KDLC) is greatly appreciated. Well done all!

As usual, Labour Day 2015 kicked off our labour campaign and I'd like to thank the United Way for participating in our activities at McBurney Park. Once again, thank you to the Labour Day Committee members for their hard work in making this event such a success.

It was a very challenging year, especially for our public sector unions. Through our work with union locals, we were able to delineate job action from the annual workplace campaign so negative effects were mitigated. Thank you to all those unions that worked so diligently on the campaign.

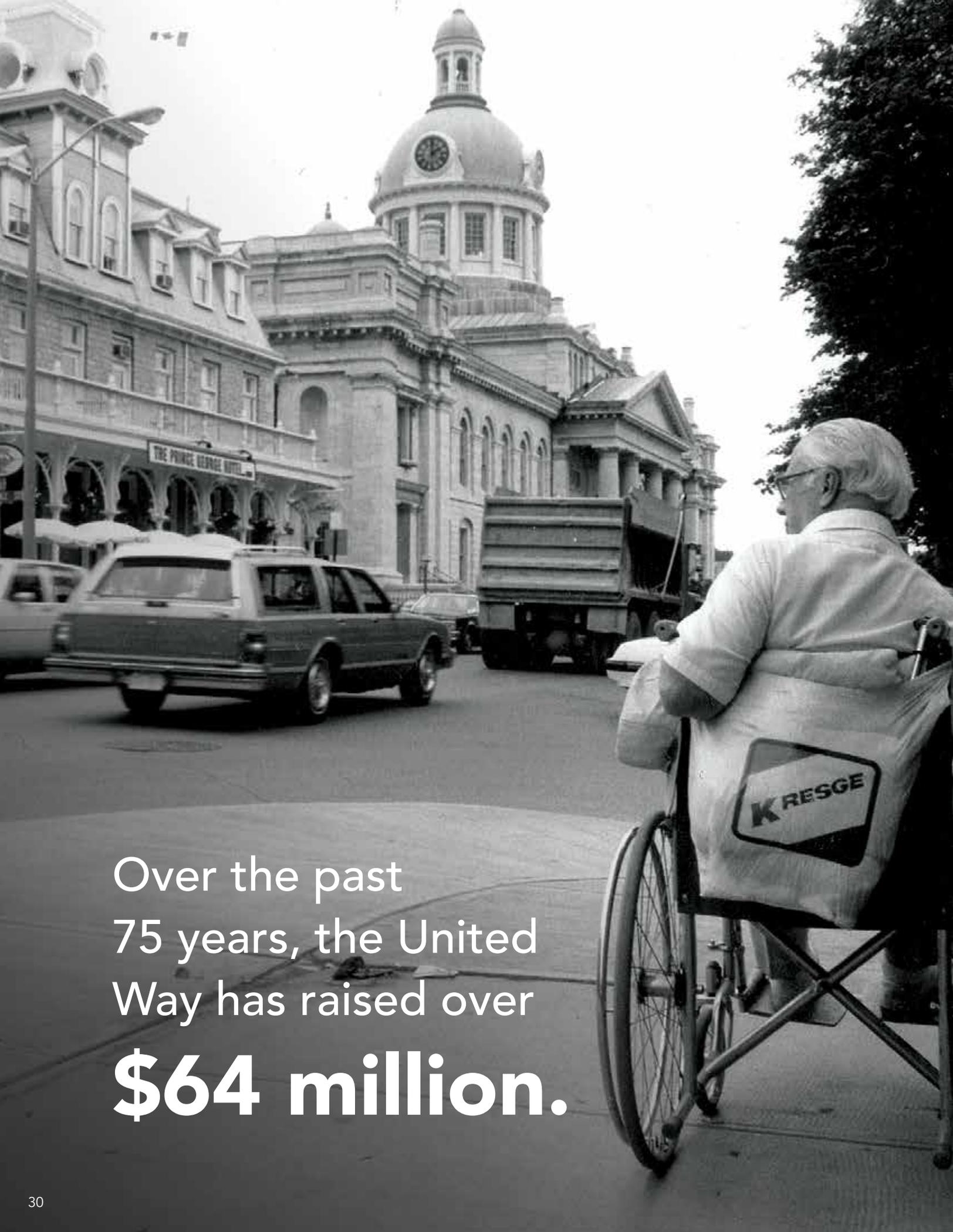


The joint KDLC and United Way Labour Community Advocate Program is offered in the Spring and Fall. This Program highlights agency offerings and teaches our members to refer colleagues to these excellent community resources. We encourage all Unions to have members trained so our capacity to extend help members is increased every year.

We are partners, joining all those involved in the United Way and the over three million CLC members in building healthier communities. Remember solidarity and strength in numbers can affect great changes.

Yours in solidarity,

For more information on the partnership between United Way and Labour please visit <http://www.unitedwaykfla.ca/programs/labour-community-services/>



Over the past
75 years, the United
Way has raised over
\$64 million.

75th Anniversary

In September 1941, the Kingston Community Chest was incorporated with a mandate to develop cooperation among social agencies in the Kingston area and to provide financial support to social service agencies. The first campaign raised \$23,500 and supported 5 agencies.

74 campaigns later, in 2015, the United Way raised \$3.4 million and supported 57 programs delivered by 40 agencies. These programs helped 75,000 people.

Over the past 75 years, the United Way has raised over \$64 million.

Thousands of volunteers come together every year to lead the organization, and raise and distribute funds, ensuring accountability. In this, our 75th year, we celebrate their collective efforts to help people live with hope, dignity and a sense of belonging.



Year	Campaign Chair	Board Chair
1941	Mr. Dorothy Kin	Dr. RC Wallace
1942	Dr. H.F. Huyck	P.H. Swalm
1943	E.J. Hartnett	H.W. Davis
1944	E. J. Hartnett	Mr. Armstrong
1945	Mr. MacLachan	J.M. Farrell
1946	Maj.-Gen C.F. Constantine	J.W. McCallum
1947	J.D. MacIntosh	F.G. Raymand
1948	Lyle C. Monk	Arthur L. Davies
1949	Mr. D. G.Cunningham	Arthur L. Davies
1950	Mrs. F.J. Parker	A.C. Hanley
1951	R. V. Roberts	D.G. Cunningham
1952	R.V. Roberts	F.A. Knox
1953	W. T. Fortye	S.J. Cohen
1954	W.T. Fortye	R.V. Roberts
1955	Dr. R.D. Bennet	W.T. Fortye
1956	Col. H.E. Pense	J.A. Cunningham
1957	R.A. Clarke	L.G. Macpherson
1958	G.O. Saunders	Ewart M. Malcolm
1959	G.O. Saunders	W.G. Leonard
1960	T.R. Wilcox	W.G. Leonard
1961	J. Carr Harris	T.R. Wilcox
1962	R.A. Huestin	T.R. Wilcox

Year	Campaign Chair	Board Chair
1963	Peter Carson	Arthur L. Davies
1964	A. Britton Smith	Arthur L. Davies
1965	Brigadier J.S. Ross	Arthur L. Davies
1966	C.A.M. Edwards	A. Britton Smith
1967	Lloyd F. Ken Fell	Leonard Dover
1968	F. Thomas Mill	Leonard Dover
1969	J. W. Scott	Lloyd F. Ken Fell
1970	D.S. Melanson	W.J. Blakley
1971	Don S. Melanson	H.H. Gomery
1972	Gordon P. Eligh	J.B. Flett
1973	Kenneth S. Raven	Col. A.L. Maclean
1974	Gelindo De Re	M.William Wright
1975	Jim Scott	Margaret Milliken
1976	Terry Stafford	Rudy Baltruweit
1977	Robert Hamilton	Msgr. Bernard J. Walsh
1978	Graham A. Stein	C. John Bermingham
1979	J. Bolton Slack	Gelindo De Re
1980	David R. Tilford	Gelindo De Re
1981	Beryl Kerr	Angus M. Grant
1982	Judith MacKenzie	Gordon P. Eligh
1983	Alan E. Wale	Beryl Kerr





Year	Campaign Chair	Board Chair
1984	Robert D. Hunter	William J. F. Bishop
1985	Robert J. Lucas	Miss Jean A. Perry
1986	Norman Meyers	Miss Jean A. Perry
1987	Gillian Little	Albert K. Casselman
1988	John H. Bates	Albert K. Casselman
1989	Darryl MacDermaid	Victor B. Reed
1990	Gary Poupore	John R. Blanchard
1991	Katherine Manley	Tom Lodge
1992	Robert Boucher	Tom Lodge
1993	Linda MacKinnon	Darryl MacDermaid
1994	Norris MacDonald	Katherine Manley
1995	Peter Jardine	Victor Reed
1996	George Beavis	Robert Boucher
1997	Charlie Stock	Dene Latta
1998	Jane Douglas	Dene Latta
1999	Mayor Gary Bennett	Peggy Davidson
2000	Gillian Sadinsky	James Docherty
2001	Jack Chiang	James Docherty
2002	Glen Wood	Valerie Mallen

Year	Campaign Chair	Board Chair
2003	Col. Guy Thibault	Desirée Kennedy
2004	Gillian Sadinsky	Scott Pedlar
2005	Wm. Kim Donovan	W. Scott Runté
2006	Doug G. Hogeboom	W. Scott Runté
2007	Col. Spike Hazleton	Peter Bacon
2008	Kathy Burke	Allen Prowse
2009	Michael Schmitt	Carrie Lagassé
2010	Les Herr	Marina Lee
2011	Les Herr	Elizabeth Bardon
2012	Lloyd Fleming	Roland Billings
2013	Lori MacDonald	Peter Clarke
2014	Carrie Batt	Laurie Newport
2015	Mike Ryan	Susan Nicholson



Resource Committee



A handwritten signature in black ink that reads "Peter Kraus". The signature is written in a cursive style with a long, sweeping underline.

Peter Kraus
Chair, Resource Committee

Board Recruitment and Training

The United Way Board of Directors reflects our community. We strive to have board members representing public and private sectors. Board membership is recruited based on a matrix that outlines experience, skills, knowledge and interest. Prospective board members are generally recruited from existing committees, ensuring that there is knowledge of the United Way, its governance model and its role in the community.

A member of the Resource Committee meets with prospective and interested Board members to provide an overview of Board priorities and expectations.

This is followed up with information and materials to help new Board members in their role.

The Committee coordinates a fall orientation meeting for all board members. The orientation covers policies, procedures, strategic direction and introduces new members to the expectations of their new roles.

Board of Directors

Susan Nicholson - Chair
Caroline Davis
Mike DeGrace
Jody DiRocco
Jenn Goodwin
Bruce Jeffery
Joan Jardin
Peter Kraus
Laurie Newport
Stephen Peck
Allen Prowse
Matt Van Nest

Ex-Officio

Mike Ryan

Ex-Officio, Non-voting

Bhavana Varma

Committees

Executive Committee

Susan Nicholson - Chair
Caroline Davis – Vice Chair
Bruce Jeffery - Treasurer
Peter Kraus – Vice Chair
Laurie Newport – Past Chair
Bhavana Varma – President & CEO

Finance/Audit Committee

Bruce Jeffery - Chair
Carrie Batt
Caroline Davis
Patrick Legresley
Patrick Murphy
Matt Van Nest
Joe VanNiedek
Bhavana Varma

Resource Committee

Peter Kraus - Chair
Jody DiRocco
Susan Nicholson
Bhavana Varma



Funding Structure





United Way KFLA Organization Chart 2015

2015 United Way Staff

Reporting to the Board of Directors, the President & CEO oversees the operations, leads and manages the staff of the organization. The President & CEO provides leadership on the strategic direction of the organization. The following organizational chart reflects employees who were employed at December 31, 2015. An updated list of current employees is available on our website at <http://unitedwaykfla.ca/about-us/united-way-team/>



Employees who left in 2015: Kim Donovan, Lisa McKee, Bill Miklas, Sherri Pilgrim, Tara Sharkey, Ashley Vekeman

Investing In The Community

United Way works closely with frontline agencies, funders and people with lived experience to identify gaps, challenges and opportunities. This includes looking for better coordination of services to avoid duplication. The goal is to ensure services are available to people when they need them the most.

Member Agency Funding

Through an annual rigorous review process by volunteers who participate in our Citizens Review Panels, United Way allocates ongoing, stable funding to its member agencies for specific programs. This base support of funding enables agencies to make long-term plans.

Professional staff and community volunteers review agency submissions and make recommendations to the United Way Board of Directors. A complete listing of our Citizens Review Panel members is available on our website.

Granting

One-time grants encourage innovative and collaborative responses to social needs in our community. Recognizing the ever-changing needs of our community, volunteers review grant submissions and make funding recommendations. United Way offers grants that enable agencies to respond to new emerging needs, often leveraging other sources of funding.

1. Community Investment Fund

There is an annual call for applications in the fall. City of Kingston and United Way provide grants of up to \$25,000.

2. Homelessness Partnership Strategy (HPS)

United Way, as the Community Entity, distributes federal funding for homelessness through HPS. A volunteer panel makes recommendations through a Community Advisory Board.

2015 Citizens Review Panel Co-Chairs

Mary Beth Gauthier
Lesley Kelly
Leanne O'Mara
Natalie Sitt
Wendy Stuckart
Angie Tingren-Watkins
Andrew White
Sandi Wilde

2015 Community Investment Fund Panel

Lucille Groll (Chair)
Lesley Kelly
Leanne O'Mara
Wendy Stuckart
Angie Tingren-Watkins
Sandi Wilde

For a complete list of grants and volunteers, please visit our website at <http://www.unitedwayfla.ca/funding/fund-distribution/>





Photo: 2015 Volunteers Grow Community Award Recipients

Building Capacity In The Voluntary Sector

United Way believes in strengthening the capacity of the not-for-profit sector.

Volunteer Centre

Not-for-profit organizations from across the region come to the United Way Volunteer Centre with their volunteer opportunities and we make them available to volunteers like you, with time and talent to share. Let the Volunteer Centre help you get started on the road to a fulfilling volunteer experience.

Volunteer Centre by the Numbers

Number	2013	2014	2015
Volunteer Opportunities	288	329	368
Local Organizations Assisted	88	96	100
Online Enquiries	4,303	5,099	5,353

For more information on our Volunteer Centre and for a listing of our Volunteer Centre Advisory Committee please visit our website at: <http://www.unitedwayfla.ca/volunteer-centre/>

Number	Agencies	Programs
Kingston	34	51
Frontenac	23	34
L & A County	22	25

By Location	Clients Served
Kingston	55,977
Frontenac	9,118
Lennox & Addington County	9,773
Total clients	74,868

2015 Volunteers Grow Community Award Recipients

At a special recognition and awards event sponsored by Investors Group during National Volunteer Week, at City Hall, celebrating volunteers and their significant contribution to our community.

Sadie Augustyn

Nominated by Epilepsy Seizure Disorder Centre

Knights of Columbus Basketball League

Nominated by Roland Billings

Rick Farndon

Nominated by Canadian National Institute for the Blind

Kingston Community Health Centre Intergenerational Volunteer Committee

Nominated by KCHC

Maddie Hogan

Nominated by Fairmount Home

Darrelle Petite

Nominated by St. John Ambulance
Loyalist Branch Kingston

Matt Williams

Nominated by Bereaved Families
of Ontario – Kingston Region

2015 Ontario Volunteer Service Awards

2015 Ontario Volunteer Service Awards Every year, the Ontario Ministry of Citizenship Immigration and Trade recognizes individuals for their years of continued volunteer service with not-for-profit organizations.

Cody Allan – youth category

Clark Day – 20 years

Jane Douglas – 15 years

Hayley Dykins – youth category

Jennifer Goodwin – 10 years

Desiree Kennedy – 15 years

Lisa Marion – 5 years

Brittney Taylor – youth category

Sandi Wilde – 10 years

Photo: 2015 Ontario Volunteer Service Awards



Funding By The Numbers

All That Kids Can Be	23,156 Clients Served	10 Agencies	14 Programs
Healthy People, Strong Communities	37,089 Clients Served	20 Agencies	29 Programs
From Poverty to Possibility	14,623 Clients Served	10 Agencies	14 Programs
Total	74,868 Clients Served	40 Agencies	57 Programs

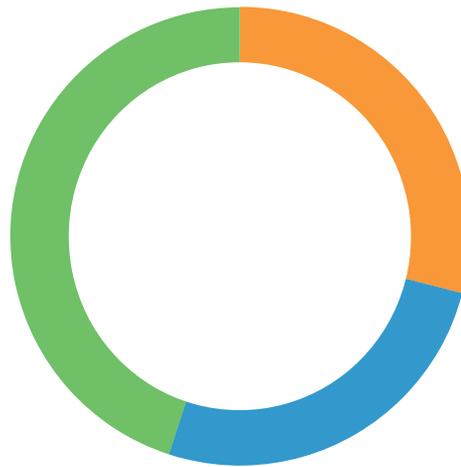


Our Focus Areas

Through their funding applications, our agencies provide information on the local need for their programs, any research or background rationale and any emerging trends. From this, and community consultation and analysis, we're able to identify where our community needs help the most and where our investments will show the greatest results.

Agencies & Programs with stats and dollars

Healthy People,
Strong Communities
\$843,984 (45%)



All that Kids Can Be
\$557,200 (29%)

From Poverty to
Possibility
\$499,385 (26%)





All That Kids Can Be

Goal: Helping children and youth reach their full potential

Our goal is to ensure children and youth are valued and supported members of the community with opportunities and resources to help them reach their fullest potential.

We focus on

- engagement in learning
- connectedness and community involvement
- emotional and physical wellbeing

Research tells us

- High school dropout rates in some Kingston neighbourhoods are at 52%
- A 5-year study shows that youth, especially males, engaged with mentoring programs are twice as likely to believe that school is fun and relevant, and twice less likely to engage in negative conduct such as bullying, fighting, lying, cheating, and acting aggressively.
- A LHIN report shows 72% of students in the region report using alcohol, and 30% marijuana. 16% of the youth in the East region meet the criteria for a substance use problem.

- Eating disorders are the third most common chronic illness in adolescent girls – 30% of girls are likely to engage in severely disordered food and weight behaviours.

What we know

- Kids who go to school hungry cannot learn
- Kids who aren't engaged in school often don't graduate
- Kids on their own during critical afterschool hours tend to develop risky behaviour
- Kids who lack social or relationship skills often develop negative behaviours and lack coping skills
- Kids with positive adult role models are more likely to succeed

How we help

- **School food programs that let kids focus on learning not hunger**
- Homework programs, one to one tutoring, stay-in-school incentives engage kids in school
- **Daily recreational summer programs, drop-in programs provide after school activities**



- Intervention and support programs help kids with self-esteem and other negative behaviours
- Mentoring programs provide guidance, friendship and role models

Results

17,565 are ready to learn and have help with school work

- 3,014 have a place to go outside of school hours for fun and learning

302 have positive adult role models and mentors for guidance and friendship

- 1,231 have help with life's challenges through support and intervention

23,156 children and youth reached their full potential with the help of our programs and initiatives.

Engagement in Learning

- 17,565 children and youth were ready to learn and do well in school
- 625 youth made a healthy transition into adulthood.

Connectedness & Community Involvement

- 5,414 children and youth cared about and got along with others, got involved, showed leadership and responsibility.

Emotional & Physical Wellbeing

- 24,021 children and youth were supported to believe in themselves, make healthy choices and better handle life's challenges.



Healthy People, Strong Communities

Goal: To support personal wellbeing and strengthen neighbourhoods

Our goal is to improve opportunities for people to access programs and supports that empower them to overcome barriers, build resilience, reduce isolation, and be part of a caring, inclusive community.

We focus on

- connection to supports
- neighbourhood and community involvement
- personal wellbeing and safety

Research tells us

- The KFL&A Poverty Reduction Initiative has identified access to information as a key priority.
- 15.5% of people in Ontario are living with a disability. Of this group, 41.7% have severe or very severe disabilities.
- 1 in 3 people will experience a mental health issue at some point in their life, and early detection and treatment greatly improves future outcomes.
- 51% of all Canadian women have experienced at least one incident of sexual or physical violence

What we know

- People with disabilities need information and access to programs and services to meet complex needs
- People with mental health issues face barriers to accessing supports
- Many people, especially people with low incomes, feel disengaged from their neighbourhoods and communities
- Seniors often live in social isolation and don't know where to go for help
- Individuals and families face violence and abuse and feel there is nowhere to turn

How we help

- **Programs that provide support to access services and live independently**
- Assistance for navigating complex support systems
- Programs and services that remove barriers, keep seniors active, people feel a sense of belonging and inclusion
- **Education and support to improve mental health and emotional wellbeing**
- Counseling to help create and maintain relationships and connections
- Shelters that are safe from violence and abuse



Results

17,379 individuals and families were connected to services they needed

- 7,015 individuals and families had help navigating support systems.
- 6,379 individuals and families lived more independently and made healthier choices

4,135 individuals and families were helped with mental health issues and were better able to handle life's challenges

- 407 individuals and families strengthened supportive relationships
- 543 women and their children got help leaving abusive relationships

37,089 individuals and families were helped by our programs and initiatives supporting personal wellbeing and strengthening neighbourhoods

Connection to Supports

24,801 individuals and families were provided supports and services, developing and maintaining relationships and connections

Neighbourhood and Community Engagement

- 2,607 individuals and families feel a sense of belonging and inclusion by accessing new services, getting involved, and acting to positively influence their community

Personal Wellbeing and Safety

- 11,159 individuals and families were able to live independently and make healthy choices with improved mental health and improved emotional wellbeing
- 645 individuals and families felt safer in their homes and neighbourhoods



From Poverty To Possibility

Goal: To meet basic human needs and move people out of poverty

Our goal is to help people engage in their community by strengthening neighbourhood revitalization efforts, reducing poverty, and improving access to affordable housing.

We focus on

- housing stability
- food security
- employment and financial stability

Research tells us

- Youth homelessness is a concern in the Kingston area, One in three people in shelters in Kingston are youth.
- The unemployment rate for youth in Kingston is 23% compared to 6% in adults
- 15% of people in Kingston live below the poverty line
- Income-related food security is a key social determinant of health. Without consistent economic access to sufficient nutritious food, healthy eating cannot be achieved, increasing the risk of poor health.
- A 2014 count of meals noted a 23% increase in the number of individuals who must access meal programs to meet their nutritional needs.

- There are approximately 6,200 reported unemployed persons living in the Kingston area. (2014)

What we know

- Youth need to access supports and housing to break the cycle of poverty and chronic homelessness. Affordable and supportive housing options, support workers, awareness and coordinated access have been identified as solutions for youth homelessness
- People who are precariously housed or face housing emergencies are in need of stable, affordable housing
- People do not have access to fresh, nutritious food. The purchase of nutritious food to support a healthy diet costs more than many families can afford.
- People are unable to meet their basic needs due to lack of employment and financial instability

How we help

- Youth have housing stability with access to emergency shelter, transitional and safe, affordable housing, with support and resources to turn their lives around
- **People have access to shelter and supports to access permanent, safe, affordable housing**



- Individuals and families have food security with access to affordable, nutritious food
- Individuals transition to meaningful employment, become financially stable, and have access to affordable goods and services to support independence and stability

Results

- 48 youth and adults accessed safe, affordable housing

396 individuals had access to emergency shelter

717 individuals accessed resources and supports to maintain stable housing

11,503 individuals and families accessed affordable, nutritious, and appropriate food

- 5,526 individuals experienced decreased stress and life disruptions due to food insecurity
- 145 individuals had help getting family-sustaining meaningful employment

- 3,107 individuals and families accessed affordable goods and services to support independence and stability

14,623 people with basic human needs were helped by our programs and initiatives and moved people out of poverty

Housing Stability

- 1,161 individuals and families were provided access to emergency shelter, safe, affordable housing and

Food Security

- 17,029 individuals and families were provided access to affordable, nutritious food, and experienced decreased stress and life disruptions due to food insecurity.

Employment & Financial Security

- 3,291 individuals transitioned to meaningful employment and were supported toward becoming financially stable with access to affordable goods and services to facilitate independence and stability

2015 Funded Agencies

All That Kids Can Be

- Big Brothers Big Sisters
- Boys and Girls Club
- Food Sharing Project
- Girls Inc.
- L&A 4-H Club
- Northern Frontenac Community Services
- Pathways for Children and Youth
- Pathways to Education Canada
- Youth Poverty Challenge
- Youth Diversion Program

2015 Strategic Initiatives

- Caring For Others
- Success By 6

Healthy People, Strong Communities

- 211 Community Information Centre of Ottawa
- The Canadian Hearing Society
- Canadian Mental Health Association
- Canadian National Institute for the Blind
- Epilepsy South Eastern Ontario
- Frontenac-Kingston Council on Aging
- Independent Living Centre Kingston
- K3C Community Counselling Centres
- KFL&A Public Health
- Kingston Interval House
- Kingston Literacy & Skills
- Kingston Military Family Resource Centre
- Lennox and Addington Interval House

- March of Dimes Canada
- New Leaf Link (NeLL)
- Northern Frontenac Community Services
- Oasis Seniors Supportive Living Inc.
- Sexual Assault Centre Kingston
- Southern Frontenac Community Services
- St. John Ambulance

From Poverty to Possibility

- Dress for Success Kingston
- Elizabeth Fry Society of Kingston
- Kingston Community Health Centres
- Kingston Home Base Non-Profit Housing Inc.
- Kingston Youth Shelter
- Loving Spoonful
- Outreach St. George's Kingston
- Ryandale Shelter for the Homeless
- Southern Frontenac Community Services
- St. Vincent de Paul Society of Kingston

2015 Strategic Initiatives

- Poverty Reduction Initiative
- Youth Employment & Skills Development
- Youth Homelessness Initiative

2015 Homelessness Partnering Strategy Funding

- Addiction and Mental Health Services – KFL&A
- Kingston Community Legal Clinic
- Kingston Home Base Non-Profit Housing Inc.

Early Start: Civic Engagement

Caring For Others

22 Volunteers

14 Schools

21 Classrooms

510 Students

Since 2012, the Caring for Others program has benefited 3,423 children

For more information on this program please visit our website at: <http://www.unitedwaykfla.ca/programs/caring-for-others/>

Success By 6

What is Success By 6?

Success By 6 is a United Way initiative that aims to help improve the lives of our youngest children by supporting organizations that work with young children age 0 to 6 years.

Success By 6 is based on the idea that it takes a village to raise a child and that we all have a role to play in ensuring that every child has a chance to succeed early in life. By investing in young children, their parents and caregivers, we dramatically increase our children's chances for a healthy and successful future.

Success By 6 Week is a fun-filled week of free events with the youngest members of our community in mind. Success By 6 Week heightens public awareness of the importance of early-years development.

167 events

19 new activities

For more information about Success by 6 and for a listing of our committee members please visit: <http://www.unitedwaykfla.ca/programs/success-by-6/>

Mommy and I
Zumba
together!





Photo: George Lilley fonds, Queen's University Archives

Youth Volunteerism

Change the World – Ontario Youth Volunteer Challenge

Change the World is a provincial initiative with Volunteer Centres across the province partnering to encourage high school students to volunteer in their own community.

- 2012 2,498 volunteer hours logged by 834 youth
- 2013 8,182 volunteer hours logged by 1,813 youth
- 2014 15,326 volunteer hours logged by 3,364 youth
- 2015 20,424 volunteer hours logged by 3,690 youth

Since 2012 over 46,000 volunteer hours have been completed by over 9,700 youth in the KFLA area.

United Way Next Gen

The United Way Next Gen initiative develops a community of young stakeholders, in their twenties and thirties, encouraging them to invest their time, energy and money in the community through the United Way. This creates opportunities for future leaders to participate in the community and empowers them to support and advance the impact of the United Way locally. In 2015 Next Gen volunteers hosted three successful events, raising over \$14,200

\$5,700

Next Gen Masquerade

\$6,300

Next Gen Sociable

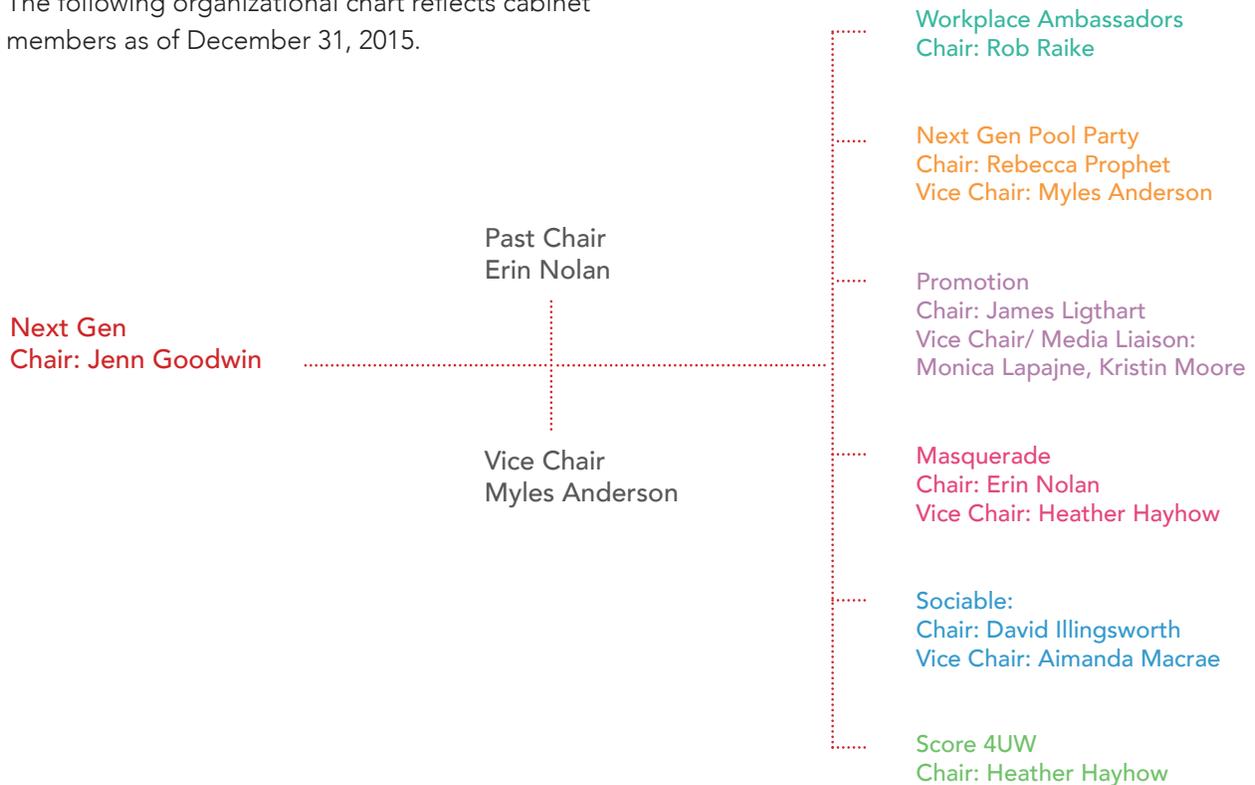
\$2,200

Next Gen Pool Party



Next Gen Cabinet

The following organizational chart reflects cabinet members as of December 31, 2015.





Get Involved

Annual Campaign

Every year, thousands of volunteers come together to raise funds for services that benefit their family, friends and neighbours. The United Way annual campaign is the largest community organizing effort, helping thousands of people through collective action, raising funds that will then be invested in local programs.

Campaign Awards

Thank you to our volunteers and work sites across KFL&A for their hard work, dedication and leadership. Their efforts ensure that resources and valuable assistance will continue to be available for individuals and families in our community who need it the most.

To recognize their efforts and the contributions of the employees in these workplaces, the United Way annually gives out awards based on employee participation and contributions.

For a full listing of our Campaign Award recipients, please visit our website:

<http://www.unitedwaykfla.ca/get-involved/annual-campaign/>

Volunteer

With thousands of local residents volunteering, there are always fulfilling volunteer opportunities at United Way KFLA.

- Grant review committees
- United Way Next Gen
- Event committees like Day of Caring or Success by 6 Week
- Events like Fare for Friends or Starlight Film Festival
- Presentations to students through Caring For Others

To find out about these and other opportunities, contact us at uway@unitedwaykfla.ca or visit us on <https://www.facebook.com/unitedwaykfla> or <https://twitter.com/unitedwaykfla>.

Speakers Bureau

The Speakers Bureau puts a human face to the United Way and shares success stories that demonstrate the impact of United Way funded programs.

52 speakers

190 presentations

Seeing is Believing

The “Seeing is Believing” tour bus takes volunteers and donors behind the scenes to see first-hand the impact of their donations in the community as they visit local agencies and programs.

Numbers of:	2013	2014	2015
Bus Tours, thanks to Kingston Transit, McCoy Bus Service and Boys & Girls Club	4	3	3
Custom tours	12	14	10
Number of participants	210	190	226





Day Of Caring

United Way Day of Caring helps connect and engage workplace volunteers. Employees from local workplaces head out to agencies in KFL&A. It's a win-win for all – agencies get much needed work completed and volunteers get to learn about their community through a hands-on experience and team-building.

Day of Caring Statistics

204 volunteers

25 projects completed

Since 2001 over 12,500 volunteers have invested in 295 projects that make an impact right here in our community.

For more information about this great community-wide event that demonstrates the power of volunteering and for a listing of our Day of Caring Committee members please visit: <http://www.unitedwaykfla.ca/events/day-of-caring/>

2015 Caring Corporations

Thank you to the corporations and foundations for their tremendous support and leadership.

The following organizations generously donated to the 2015 campaign.

\$50,000 & Over

Empire Life
Homestead Land Holdings Ltd.

\$20,000 - \$49,999

INVISTA (Canada) Company
Novelis Inc.

\$10,000 - \$19,999

Assurant Solutions
CIBC
E.I. du Pont Canada Company
Goodyear Canada Inc.
JBL Jensen Building Ltd.
Morven Construction Ltd.
Northland Power
RBC Financial Group
TD Bank Financial Group
Union Gas Ltd.

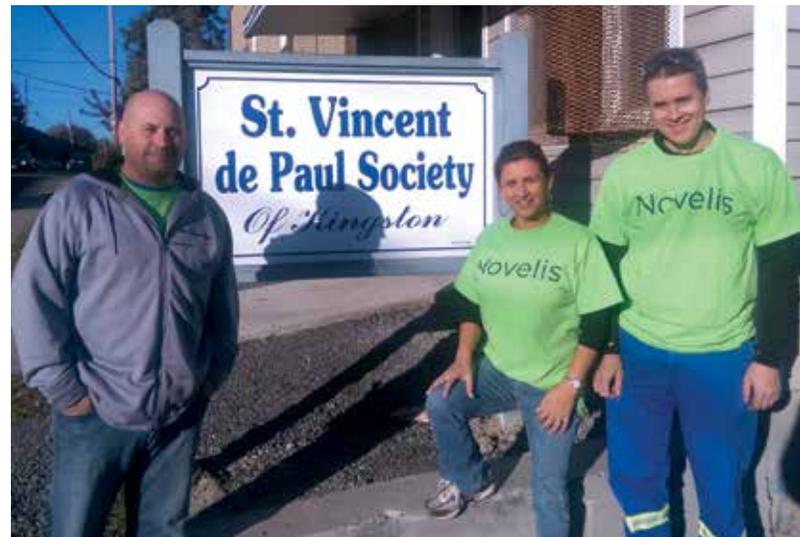
\$5,000 - \$9,999

Barr Homes
BMO Financial Group
Costco
Len Corcoran Excavating Limited
Great West Life Assurance Company
Scotiabank Financial Group

\$1,000 - \$4,999

Bayhill Development Ltd.
Bell
Bell Media Kingston
Bell Technical Solutions
Bertoia Lathing Co. Ltd.
Best Buy
Brookland Fine Homes
Collins Blay LLP Chartered Professional Accountants
Continental Conveyor (Ontario) Ltd.
Cunningham, Swan, Carty, Little & Bonham LLP
Daltco Electric & Supply Ltd.
Eli Lilly Canada Inc.

Enbridge Gas Distribution
Hulton Construction Sales & Rental Ltd.
Hydro One
Kingston Community Credit Union
Kingston Dodge Chrysler (1980) Ltd.
Mackillop Law Professional Corporation
Manulife Financial
McCann Farm Automation Ltd.
Ontario Power Generation
Petrie Ford Sales
Reliance Home Comfort
Rogers Radio Group Kingston
Sensient Colors Canada Ltd.
Sharbot Lake Pharmacy Ltd.
Strathcona Paper Manufacturing
Sun Life Financial Kingston
Susan Creasy Financial Inc.
TransAlta
UPS
Versaterm Inc.



Foundations

Fondation J. Armand Bombardier
Cook Callender Sayeed Foundation
Gill Ratcliffe Foundation
Sisters of Providence of St. Vincent de Paul
Dr. Samuel S. Robinson Charitable Foundation
Britton Smith Foundation
The Tenaquip Foundation
M.A. Vermeersch Foundation





Our mission is to build and strengthen our community by bringing people and resources together to facilitate change

“We see a future where people are self-sufficient in a community where individuals live with hope, dignity and a sense of belonging.”







Financial Report 2015

Year ended December 31, 2015

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Independent Auditors' Report

To the Members of United Way of KFL&A

We have audited the accompanying financial statements of United Way of KFL&A, which comprise the statement of financial position as at December 31, 2015, 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 qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, United Way of KFL&A derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the entity and we were not able to determine whether, as at and for the years ended December 31, 2014 and December 31, 2015, any adjustments might be necessary to campaign revenue, excess of revenue over expenses, current assets and changes in net assets.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of United Way of KFL&A as at December 31, 2015, and its results of operations and its cash flows for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.



Chartered Professional Accountants,
Licensed Public Accountants
April 21, 2016, Kingston, Canada

Statement of Financial Position

United Way Of KFL&A December 31, 2015, with comparative information for 2014

	2015	2014
Assets		
Current assets:		
Cash	\$ 743,096	\$ 555,851
Short-term investments (note 2)	561,772	461,589
Pledges receivable (note 3)	236,492	283,027
Accounts receivable	76,336	36,466
Prepaid expenses	14,619	17,672
	1,632,315	1,354,605
Long-term investments (note 4)	2,015,618	2,412,161
Capital assets (note 5)	66,607	41,912
	\$ 3,714,540	\$ 3,808,678
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 6)	\$ 708,190	\$ 615,876
Monies held in trust (note 7)	200,286	-
Deferred contributions non-campaign	25,500	43,250
Deferred campaign revenue	1,465,214	1,593,349
	2,399,190	2,252,475
Net assets:		
Invested in 417 Bagot Group (note 4)	405,271	404,047
Invested in capital assets (note 8)	66,607	41,912
Reserves (note 9)	255,167	418,667
Endowments	599,622	598,422
Unrestricted (deficiency)	(11,317)	93,155
	1,315,350	1,556,203
Commitments (note 13)		
Subsequent event (note 20)		
	\$ 3,714,540	\$ 3,808,678

See accompanying notes to financial statements

On behalf of the Board of Directors:



Director



Director

Statement of Operations

United Way Of KFL&A Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Revenue:		
Campaign revenue (note 10(a))	\$ 3,248,680	\$ 3,320,382
Funds transferred from other United Ways	25,143	27,392
Funds transferred to other United Ways	(22,737)	(28,243)
Community special events (note 10(b))	113,594	291,979
Gross campaign revenue	3,364,680	3,611,510
Pledge loss (note 11)	(120,939)	(65,884)
Net campaign revenue	3,243,741	3,545,626
Homelessness partnership strategy grant	162,047	192,058
Areas of service designations (note 12)	226,930	187,092
Unrealized gain (loss) on investments	(966)	59,106
Realized gain on investments	37,862	52,353
Investment income	26,897	47,121
Donations and other revenue	35,291	35,455
Program grants	57,969	22,988
	3,789,771	4,141,799
Expenses:		
Allocations and programs:		
Program grants	1,776,850	1,828,081
United Way Community Investment Programs (schedule 1)	246,262	337,393
United Way Community Impact Initiatives	379,662	465,816
Donor choice designations	599,409	648,562
Homelessness partnership strategy grants	152,208	179,462
United Way dues and shared costs	31,297	31,084
Youth Homelessness	245,114	3,018
	3,430,802	3,493,416
Operations:		
Fundraising (schedule 1)	556,970	445,199
Community special events	37,173	41,531
Investment management fee	8,103	7,914
	4,033,048	3,988,060
Excess of revenue over expenses (expenses over revenue) before the undernoted	(243,277)	153,739
Income from joint venture	1,224	123
Excess of revenue over expenses (expenses over revenue)	\$ (242,053)	\$ 153,862

See accompanying notes to financial statements

Statement of Changes in Net Assets

United Way Of KFL&A Year ended December 31, 2015, with comparative information for 2014

	Invested in 417 Bagot Group (note 4(a))	Invested in capital assets (note 8)	Reserves (note 9)	Restricted for endowments (note 18)	Unrestricted	2015 Total	2014 Total
Balance, beginning of year	\$ 404,047	\$ 41,912	\$ 418,667	\$ 598,422	\$ 93,155	\$ 1,556,203	\$ 1,400,841
Excess of revenue over expenses (expenses over revenue)	1,224	(20,618)	–	–	(222,659)	(242,053)	153,862
Endowment contributions	–	–	–	1,200	–	1,200	1,500
Interfund transfer	–	–	(163,500)	–	163,500	–	–
Net change in investment in capital assets (note 8)	–	45,313	–	–	(45,313)	–	–
Balance, end of year	\$ 405,271	\$ 66,607	\$ 255,167	\$ 599,622	\$ (11,317)	\$ 1,315,350	\$ 1,556,203

See accompanying notes to financial statements

Statement of Cash Flows

United Way Of KFL&A Year ended December 31, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used for):		
Operating expenses:		
Excess of revenue over expenses (expenses over revenue)	\$ (242,053)	\$ 153,862
Item which does not involve cash:		
Amortization of capital assets	20,618	16,150
Change in non-cash working capital:		
Pledges receivable	46,535	11,889
Accounts receivable	(39,870)	1,887
Prepaid expenses	3,053	(9,089)
Accounts payable and accrued liabilities	92,314	25,445
Monies held in trust	200,286	(5,150)
Deferred contributions non-campaign	(17,750)	(65,972)
Deferred campaign revenue	(128,135)	(165,694)
Deferred endowment revenue	-	(10,100)
	(65,002)	(46,772)
Financing activities:		
Endowment contributions	1,200	1,500
Investing activities:		
Purchase of capital assets	(45,313)	(14,409)
Decrease (increase) in long-term investments	396,543	(329,274)
	351,230	(343,683)
Increase (decrease) in cash	287,428	(388,955)
Cash, beginning of year	1,017,440	1,406,395
Cash, end of year	\$ 1,304,868	\$ 1,017,440
Represented by:		
Cash	\$ 743,096	\$555,851
Short-term investments	561,772	461,589
Cash, end of year	\$ 1,304,868	\$ 1,017,440

See accompanying notes to financial statements

Notes to Financial Statements

United Way Of KFL&A Year ended December 31, 2015

United Way of KFL&A is a not-for-profit organization incorporated without share capital under the laws of Ontario. United Way of KFL&A's services are provided to the Kingston, Frontenac, Lennox & Addington community. United Way of KFL&A is a registered charity under the Income Tax Act (Canada) and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act (Canada) are met. These requirements have been met as at December 31, 2015.

United Way of KFL&A's mission is to build and strengthen the community by bringing people and resources together to facilitate change. United Way of KFL&A's vision is a future where people are self-sufficient in a community where individuals live with hope, dignity and a sense of belonging.

1. 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 CPA Canada Handbook –Accounting.

(a) Revenue recognition:

United Way of KFL&A uses the deferral method of accounting for contributions for not-for-profit organizations.

United Way of KFL&A conducts a public campaign for funds during the last quarter of each calendar year in order to fund programs and to identify and work on issues for the subsequent fiscal year. Accordingly, campaign revenue of the current year is deferred to the subsequent fiscal year. All allocations that are scheduled to be disbursed more than twelve months after the current year-end are financed from the subsequent year's campaign.

Pledges receivable at the end of the year reflect amounts outstanding from the preceding campaign, less an allowance for pledge losses. Allowances are provided for amounts estimated to be uncollectible. This policy conforms to that adopted by the majority of United Way organizations.

Other unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Primary sources of other unrestricted contributions recognized as revenue during the year are funds transferred to and from other United Ways, community special events and investment income.

Restricted contributions other than endowment contributions are recognized as revenue in the year in which the related expenses are recognized.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

(a) Revenue recognition (continued):

Endowment contributions are recognized as direct increases in endowment net assets.

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

(b) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. 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 of KFL&A's ability to provide services, its carrying amount is written down to its residual value.

Capital assets are amortized using the following annual rates:

	Rate
Furniture and equipment	20% diminishing balance or 10 years straight-line basis
Telephone system	30% diminishing balance basis
Computer equipment	30% diminishing balance or 2 to 3 years straight-line basis
Computer software	2 years straight-line basis
Leasehold improvements	10 years straight-line basis

(c) Contributed services:

Volunteers contribute a substantial number of hours each year to assist United Way of KFL&A in carrying out its activities. Because of the difficulty of determining the fair value, contributions of such services are not recognized in the financial statements.

United Way of KFL&A receives gifts in kind from some donors, primarily for campaign costs of printing, supplies, advertising and public relations. These amounts are excluded from revenue and expenses.

(d) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates. These estimates are reviewed annually and as adjustments become necessary, they are recognized in the financial statements in the period in which they become known.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

1. Significant accounting policies

(continued):

(e) Net asset reserves:

(i) Contingency Reserve Fund:

There is a requirement for United Way of KFL&A to be fiscally responsible in its operations, which requires United Way of KFL&A to be in a position to meet outstanding obligations to staff and third parties under any unexpected circumstances. These funds are intended for contingency purposes, to be accessed only after formal approval of United Way of KFL&A's Board of Directors.

(ii) United Way Agency Funding Reserve:

United Way of KFL&A recognizes the possibility that there could be a year where the state of the economy may be the determining factor in United Way of KFL&A not being able to reach its established goal. A significant shortfall would then reflect on the availability of funding to agencies. These funds are internally restricted and are intended for agency allocation purposes, to be accessed only after formal approval of United Way of KFL&A's Board of Directors.

(iii) Endowment Reserve:

The endowment reserve is an Eternity Fund managed by the Community Foundation for Kingston & Area and is externally restricted with the principal being preserved in perpetuity. The income earned from the Eternity Fund is internally restricted and is used to support essential programs ensuring donations to the Eternity Fund will benefit future generations.

(iv) Unrestricted Reserve:

This reserve is the cumulative surplus/deficit of United Way of KFL&A activities and it is up to the discretion of the United Way of KFL&A Board of Directors regarding the use of these funds.

(f) 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 of KFL&A has elected to carry all of its short-term investments and all of its long-term investments, excluding the investment in a joint venture, at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

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 of KFL&A 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 of KFL&A 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.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

2. Short-term investments:

	2015	2014
Royal Premium Money Market Fund	\$ 61,772	\$ 61,589
RBC Guaranteed Investment Certificate - 0.75% (2014 - 1%) maturing in December 2016	500,000	400,000
	\$ 561,772	\$ 461,589

Short-term investments are invested in a manner to allow the organization to access funds for operational needs on short-term notice with minimal investment risk.

3. Pledges receivable:

	2015	2014
2014 Campaign	\$ 286,619	\$ -
2013 Campaign	9,873	333,525
2012 Campaign	-	9,502
Less allowance for pledge losses	(60,000)	(60,000)
	\$ 236,492	\$ 283,027

4. Long-term investments:

(a) Investment in 417 Bagot Group:

United Way of KFL&A has a one-half interest in a joint venture, the 417 Bagot Group ("Group"), together with another agency (K3C Community Counselling Centres) to own and manage the building in which the two agencies carry on their operations. The investment in the joint venture is recorded on the equity basis which reflects the net income or loss of the Group for the year ended December 31, 2015. The following information represents United Way of KFL&A's proportionate share of the assets, liabilities, revenue, expenses, excess of revenue over expenses and cash flows in this joint venture:

	2015	2014
Assets		
Cash	\$ 49,461	\$ 37,040
Accounts receivable	4,098	11,136
Due from related parties	-	1,681
Capital assets	400,679	408,422
	\$ 454,238	\$ 458,279

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

4. Long-term investments (continued):

	2015	2014
Liabilities and Co-tenants' Capital		
Accounts payable and accrued liabilities	\$ 4,731	\$ 5,179
Current portion of long-term debt	7,657	7,317
Due to related parties	2,500	-
Long-term debt	132,119	139,776
Co-tenant's capital	307,231	306,007
	\$ 454,238	\$ 458,279

	2015	2014
Excess of revenue over expenses:		
Revenue	\$ 68,236	\$ 82,087
Expenses	67,012	59,427
	\$ 1,224	\$ 22,660

	2015	2014
Cash provided by (used in):		
Operating activities	\$ 28,120	\$ 6,441
Financing activities	(8,213)	116,324
Investing activities	(7,486)	(116,288)

There are no significant differences in accounting policies between 417 Bagot Group and United Way of KFL&A. The amount reported as long-term investment on the Statement of Financial Position is determined as follows:

	2015	2014
Contributions since commencement	\$ 146,086	\$ 146,086
Gain in earnings since commencement	81,722	80,498
Reallocation of co-tenants' capital up to one-half share	101,960	101,960
Payment of market value in excess of book value for one-third share up to one-half share	98,040	98,040
Major repairs funded by the replacement reserve	(22,537)	(22,537)
	\$ 405,271	\$ 404,047

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

4. Long-term investments (continued):

The two participants in the joint venture are jointly and severally liable for a loan. As at December 31, 2015, the principal balance of the loan in aggregate is \$279,552 (2014 - \$294,186).

(b) Financial investments:

	2015	2014
Mutual funds	\$ 913,145	\$ 1,281,553
Investments held with the Community Foundation for Kingston & Area	697,202	726,561
	\$ 1,610,347	\$ 2,008,114

As per the United Way of KFL&A's Investment Policy, short-term needs require short-term solutions, such as cash accounts (extremely liquid cash) or low risk fixed income type of investments. Longer term needs, may allow time to invest in equities, which generally have higher short-term risks but better long-term growth potential.

Unrestricted reserves are to be invested in a manner that when needed, the investments can be converted to cash on short-term notice with minimal investment risk.

Restricted reserves may be invested in longer term investments to grow the investment pool by at least the annual rate of inflation.

Endowment Fund will follow the investment strategy as per Community Foundation for Kingston & Area.

5. Capital assets:

	Cost	Accumulated amortization	2015 Net book value	2014 Net book value
Furniture and equipment	\$ 79,041	\$ 70,298	\$ 8,743	\$ 10,363
Telephone system	43,537	39,139	4,398	6,282
Computer equipment	169,450	131,813	37,637	902
Computer software	77,035	61,488	15,547	23,683
Leasehold improvements	8,999	8,717	282	682
	\$ 378,062	\$ 311,455	\$ 66,607	\$ 41,912

Cost and accumulated amortization of capital assets at December 31, 2014 amounted to \$332,750 and \$290,838, respectively.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

6. Accounts payable and accrued liabilities:

	2015	2014
Accounts payable and accrued liabilities	\$ 110,077	\$ 117,774
Donor designations	441,127	472,962
Grants payable	156,986	25,140
	\$ 708,190	\$ 615,876

Included in accounts payable and accrued liabilities are government remittances payable of \$6,793 (2014 - \$6,146), which includes amounts payable for harmonized sales tax and payroll-related taxes.

7. Monies held in trust:

In 2007, United Way of KFL&A entered into a contract with the Corporation of the City of Kingston (the "City") to provide services, on a trust basis, to administer the Healthy Community Fund. The services include:

- (a) administration of the Healthy Community Fund application process;
- (b) determination and approval of grants from the Healthy Community Fund;
- (c) contracting with successful applicants as an agent of the City; and
- (d) issuing approved grants and tracking fulfillment of conditions of each grant

	2015	2014
Opening balance	\$ -	\$ 5,150
Receipts	360,320	-
Disbursements	(160,034)	(5,150)
Ending balance	\$ 200,286	\$ -

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

8. Invested in capital assets:

(a) Investment in capital assets is calculated as follows:

	2015	2014
Capital assets	\$ 66,607	\$ (41,9124)

(b) Change in net assets invested in capital assets is calculated as follows:

	2015	2014
Excess of expenses over revenue:		
Amortization of capital assets	\$ (20,618)	\$ (16,150)
Net change in investment in capital assets:		
Purchase of capital assets	\$ 45,313	\$ (14,409)

9. Reserves:

Reserves consist of:

	2015	2014
Contingency Reserve Fund	\$ 130,000	\$ 130,000
United Way Agency Funding Reserve	125,167	125,167
Youth Homelessness Reserve	-	163,500
Balance, December 31	\$ 255,167	\$ 418,667

(a) Contingency Reserve Fund:

In accordance with policy, the balance in the reserve is to be maintained at a maximum of 10% of the operating budget or three months of payroll commitments, whichever is higher. Contingency reserve funds are intended for contingency purposes, to be accessed only after formal approval by United Way of KFL&A's Board of Directors.

(b) United Way Agency Funding Reserve:

In accordance with policy, the balance in the reserve fund is to be maintained at a maximum of \$300,000 or three months of funding whichever is greater. United Way Agency Funding Reserve funds are internally restricted and are intended for agency allocation purposes, to be accessed only after formal approval by United Way of KFL&A's Board of Directors.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

9. Reserves (continued):

In 2014, a withdrawal of \$200,000 was made from the United Way Agency Funding Reserve to fund an additional investment in 417 Bagot Group. In 2014, United Way of KFL&A purchased one-half of the one-third share of 417 Bagot Group that was previously held by Home Base Housing. It is the intention of United Way of KFL&A to repay this reserve over the next ten years. In 2015, no repayments were made to this reserve.

(c) Youth Homelessness Reserve:

In 2014, the Board of Directors approved an allocation of \$163,500 to a reserve to support youth homelessness projects in the future. During 2015 grants in the amount of \$163,500 were approved and disbursed by the United Way KFL&A Board of Directors.

10. Campaign revenue:

(a) Direct expenses in revenue:

United Way of KFL&A has netted direct expenses related to specific events that are run by United Way of KFL&A against revenue. The total direct expenses included in revenue on the Statement of Operations are as follows:

	Events revenue	Direct expenses	2015 Net	2014 Net
Campaign revenue	\$ 41,092	\$ 22,673	\$ 18,419	\$ 21,834

b) Community special events:

In 2014, United Way of KFL&A's Community special events revenue included 2014 campaign revenue from Kingston Penitentiary tours in the amount of \$174,000. This was a one-time event.

11. Pledge loss:

	2015	2014
Pledge loss - current year campaign	\$ (60,000)	\$ (60,000)
Pledge loss - relating to 2013 and earlier campaigns	(60,939)	(5,884)
	\$ (120,939)	\$ (65,884)

In 2015, United Way of KFL&A experienced a larger than normal one-time pledge loss related to 2013 campaign pledges.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

12. Areas of service designations:

The amount of \$226,930 (2014 - \$187,092) represents designations to areas of service through the Campaign 2013 Donor Choice program. These designations were collected through payroll pledge received through the calendar year 2014, and were paid out during the 2015 process of determining agency allocations.

13. Commitments:

United Way of KFL&A has entered into a lease with the 417 Bagot Group, a related joint venture, for use of its premises at 417 Bagot Street, Kingston. This lease requires monthly payments of \$4,586 and has no pre determined expiration date.

United Way of KFL&A also leases various office equipment under various leases.

The minimum annual lease payments on all existing lease agreements for the next five years are as follows:

2016	\$	62,322
2017		59,779
2018		59,145
2019		56,135
2020		55,030
		<hr/>
	\$	292,411

14. Related party transactions:

United Way of KFL&A has a one-half interest in a joint venture, the 417 Bagot Group, as detailed in note 4 to these financial statements. United Way of KFL&A rents premises from the joint venture as disclosed in note 13.

These transactions are in the normal course of operations and are measured at the exchange amount, being the amount of consideration established and agreed to by the relevant party.

15. Employer-employee group plan:

United Way of KFL&A is a participant in a group registered retirement savings plan. United Way of KFL&A contributes, on behalf of each eligible employee, an amount equal to the employee's contribution to a maximum of 5% earnings. During the year, United Way of KFL&A expensed \$34,107 (2014 - \$36,117) under this group registered retirement savings plan arrangement.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

16. Financial risks and concentration of risk:

As a result of holding financial instruments, United Way of KFL&A is exposed to investment risk, market risk, interest risk and credit risk. The following is a description of those risks and how United Way of KFL&A manages its exposure to them.

(a) Investment risk management:

Risk management relates to the understanding and active management of risks associated with all areas of the business and the associated operating environment. Investments are primarily exposed to interest rate and market risk. United Way of KFL&A mitigates these risks with an investment policy designated to limit exposure and concentration while achieving optimal return within reasonable risk tolerances.

(b) Market and interest rate risk:

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 entities 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.

(c) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. United Way of KFL&A is exposed to credit risk with respect to the pledges receivable, accounts receivable, short-term investments and certain of its long-term investments. United Way of KFL&A assesses, on a continuous basis, pledges receivable, accounts receivable, short-term investments and certain of its long-term investments and provides for any amounts that are not collectible. United Way of KFL&A has provided for certain pledges receivable as disclosed in note 3. United Way of KFL&A has determined that there is no impairment to the accounts receivable or the relevant investment balances as at December 31, 2015.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

17. Re-allocation of administration expenses:

General management and administrative expenses are re-allocated between fundraising expenses, Community investment programs expenses, and Community impact initiatives expenses based on the organization's budget allocation at the beginning of the year in which the administrative expenses are incurred. This re-allocation is based on pro-rated staff time.

	2015	2014
Fundraising	44%	33%
Community investment programs	23%	28%
Community impact initiatives	33%	39%
	100%	100%

18. Management of capital:

United Way of KFL&A defines its capital as the amounts included in its net assets.

Contributions restricted for endowment consist of externally restricted donations received by United Way of KFL&A. The endowment principal is required to be maintained intact. The investment income must be used in accordance with the various purposes established by the donors. United Way of KFL&A ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

United Way of KFL&A manages the net asset structure and makes adjustments in light of changes in economic conditions and the risk characteristics of the underlying assets.

United Way of KFL&A's objective when managing capital is to safeguard its ability to sustain itself as a going concern so that it can continue to provide the appropriate level of benefits and services to its beneficiaries and stakeholders. A portion of United Way of KFL&A's capital is restricted in that the organization is required to meet certain requirements to utilize its externally and internally restricted net assets, as described in note 9 for Reserves. United Way of KFL&A has internal control processes to ensure that the restrictions are met prior to the utilization of these resources and has been in compliance with these restrictions throughout the year.

Management and the Board of Directors carefully considers fundraising campaigns, grants, sponsorship and investment income to ensure that sufficient funds will be available to meet United Way of KFL&A's short and long-term objectives.

United Way of KFL&A monitors its financial performance against an annual budget. In the event that revenue declines, United Way of KFL&A will budget for reduced distributions and reduced operational expenses.

Notes to Financial Statements (continued)

United Way Of KFL&A Year ended December 31, 2015

19. Comparative information:

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

20. Subsequent event:

In early 2016, a donor made a commitment of \$1.2 million through the United Way of KFL&A. This gift will be paid over 5 years and will support a home for homeless youth, age 16 to 19 years. These funds will be designated, through the United Way of KFL&A, to the Kingston Youth Shelter to establish an additional transitional home with beds and full-time staff.

Administration, Fundraising and United Way Community Investments Programs Expenses

United Way Of KFL&A Year ended December 31, 2015, with comparative information for 2014

	Administration	Fundraising	Community Investment Programs	2015 Total	2014 Total
Direct costs:					
Salaries and benefits	\$ 148,116	\$ 367,174	\$ 161,314	\$ 676,604	\$ 711,747
Other direct costs	53,771	99,158	21,170	174,099	174,614
	201,887	466,332	182,484	850,703	886,361
Amortization of capital assets	20,618	–	–	20,618	16,150
Occupancy costs	8,255	20,636	10,703	39,594	34,292
Total expenses before reallocation of administrative expenses and cost recovery	230,760	486,968	193,187	910,915	936,803
Reallocation of administrative expenses (note 17)	(230,760)	101,534	53,075	(76,151)	(126,819)
Cost recovery	–	(31,532)	–	(31,532)	(27,392)
Total expenses	\$ –	\$ 556,970	\$ 246,262	\$ 803,232	\$ 782,592

Sponsorship

United Way partners with local businesses and organizations to help them achieve their philanthropic giving objectives as part of their Corporate Social Responsibility outreach. Sponsorship of United Way events and materials is an excellent way to show support of the community, and keep costs low.



Event Sponsors

Agnew Food Services (Tim Hortons Kingston)
Ambassador Hotel & Conference Centre
Bell
Cancoil Thermal Corporation
CIBC Wood Gundy
City of Kingston – Kingston Transit
CUPE Local 7548
Edward Jones Investments
Empire Life
Hydro One
Investors Group Financial Services
Kingston Integrated Transportation Solutions
KPMG LLP
McCoy Bus Service & Tours
Pan Chancho Bakery & Café
Scotiabank Financial Group
Taylor Automall
TD Canada Trust
Tyroute Communications Inc. (Telus)
Union Gas
Wilkinson & Co. LLP

Volunteer Centre Awards

Investors Group

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Postmedia Networks Inc.
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Kingston Home Base Non-Profit Housing
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Kingston Whig-Standard
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K3C Community Counselling Centre
KPMG LLP
Providence Care
Queen's University
Robinson Innovations
Scotiabank Financial Group
TD Canada Trust
Wilkinson & Co. LLP

Loaned Representative Program Sponsors

Correctional Service Canada
Goodyear Canada Inc.
CFB Kingston
Novelis Specialty Products
Canada Revenue Agency

Caring for Others Sponsors

Kingston & District Labour Council (KDLC)

Leadership Development Services Workshop Sponsor

KPMG LLP

Honorary Patrons

Honorary Patrons are significant supporters of our United Way, who have put their name behind our organization.

Arthur L. Davies was one of our founding directors and was involved for many years with our United Way, including serving on the Campaign Cabinet and Board of Directors. He was named Honorary Patron on the occasion of the United Way's 50th anniversary. To commemorate his commitment, Elaine and Michael Davies made a special gift in his honour this year.

A. Britton Smith has been involved with our United Way for many years, serving on the Campaign Cabinet and Board of Directors. He was the first donor giving at the Philanthropist level, the first sponsor of the Leadership Challenge Grant and this year donated \$1.2 million to support a youth transitional home. He was named Honorary Patron on the occasion of the United Way's 60th Anniversary.

Honour Roll

Leadership Giving

In 2015, 473 Leaders of the Way donated over \$1.4 million. Thank you to all our Leaders of the Way for your generous support

Transformational: \$100,000+

Philanthropist: \$25,000-99,999

Platinum \$10,000 - \$24,999

Gold \$5,000 - \$9,999

Silver \$2,500 - \$4,999

Bronze \$1,200 - \$2,499

Leadership Challenge Grant

In 2015, John and Diana Weatherall generously provided a Leadership Challenge Grant to encourage Leadership level gifts. The Grant provided an incentive for donors to increase their giving and become Leaders of the Way or for Leaders to increase their giving by 10%.



A. Britton Smith



Arthur L. Davies

2015 Leadership Honour Roll

Transformational Gifts (\$100,000+)

A. Britton Smith

Philanthropists (\$25,000-99,999)

Mac Voisin & Marcela Bahar

John & Diana Weatherall

Platinum (\$10,000-\$24,999)

John & Nancy Burge

Richard Goldhar

Jorgen & Lisa Jensen

Douglas Mason & Erin McCormick

Les Herr & Susan Nicholson

Julie & Jim Parker

Dr. Carol A. White

John & Kim Wright

Gold (\$5,000 - \$9,999)

Elaine & Michael Davies

Rene & Cheryl Doornekamp

W. Craig Ferguson

Peter & Marisa Finnegan

Drs. Mike & Renée Fitzpatrick

Nicholas & Martha Bala

Dr. W.J. Beck & Dr. M.J. McCracken

Dr. & Mrs. Russell Boyce

Dr. Elizabeth A. Brown

Bernard Burkom

Peter & Anne Case

Dan Corcoran

Dr. William T. Depew

Doug & Penny Hogeboom

Marcel & Judith Labbé

Donald Maclachlan

Katherine & Paul Manley

Dr. Tom Mawhinney

Peter & Anne Trousdale

Rakesh & Bhavana Varma

Margaret Zakos

4 Anonymous Gold level donors

Silver (\$2,500-\$4,999)

Mark & Tracy Airhart
Diane Arthur
Bert Barr
Brent Barr
Carrie M. Batt
Jane Bayly
Justice Judith Beaman
Fred Benford
Lorna C. Boag
David Bruce &
 Heather Murray
Kathy Burke &
 Takis Peponoulas
Peter & Jane Candlish
Lynn & Richard Cilles
Peter & Lucille Davies
Caroline Davis
The Doornekamp Family
John Drover
Lisa & Doug Elliott
Albert & Christa Fell
Judith & Rod Fraser
Ian M. Fraser &
 Janine M. Schweitzer
Teresa & Edward Gibson
Anthony Goerzen
Elizabeth & Carl Hamacher
Dr. David A. Hanes
Jane Kirby
Marina Lee
Jennifer Lemieux
Steve MacCharles &
 Helen Robinson
Eric Marcotte
Anthoné Joseph McGee
Bill McLatchie &
 Lauren Snider
Connie McVeigh
Rick Melanson
Francis H. Milledge
Suzanne Parks
Donald Pringle
David & Valerie Robb
Janet & Walter Rosser
Sonny & Gillian Sadinsky
Jill Scott
Hugh & Donna Segal
Ian Semple
Gord Simons
Beth Simons-Chambers
Janet Smith
Jean & Bernard Trotter
Lee Wetherall & Chris Galbraith
In Memory of Roberta Whitehead

6 Anonymous
Silver level donors

Bronze (\$1,200-\$2,499)

Marion C. Abell
Pam & Vivian Abrahams
Shirley Abramsky
Paige Agnew
Selim Akl
Roger Allen
Jan W. Allen
Sarah Allinson
Andrea Lawn & Bruce Anderson
Bill & Dorie Anglin
Richard Armstrong &
 Pam Bovey Armstrong
Elaine Armstrong
J. Arp
Cheryl & Larry Azulay
Michele & Paul Babcock
R.E. Babcock
Peter & Bev Bacon
Maureen & Gordon Bale
David Ball
Elizabeth A. Bardon
Brenda Barker-Scott
Janice & Julian Barling
Stephane Bazzana
Lindsey Belch
Ted Bergeron
Elaine & Bruce Berman
Margaret Betts
Roland & Susan Billings
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C. Blais & M. Sander
Ryan Boehme
Hugues Bonin
Cheryl Boone
Derrick & Fioretta Bouchard
Joan & Doug Bowie
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United Way's endowment fund

The Eternity Fund will provide a reliable stream of income well into the future, ensuring that the tradition of caring in our community continues for today's children and tomorrow's residents.

In addition to the annual campaign, the United Way has established a permanent Endowment Fund so donors have the option to invest in the future.

United Way is a vital force, providing support 365 days a year to residents. Whatever challenges face our community now and in the future, we want our United Way to be able to address issues, provide necessary support and continue to work with the community on root causes of social issues.

If you have already made a provision for United Way in your estate plans, please let us know so you can be part of the Eternity Fund Community.

There are many benefits to sharing this information with us.

- We can help to ensure your gift can be accepted and used as intended by making sure that the appropriate gift structure, acknowledgement and instructions are captured in the terms of your gift
- We can advise you on any special considerations or issues related to your gift plan that may need to be addressed so that your gift is eligible for charitable tax receipt
- Most importantly, joining the Eternity Fund Community allows us to thank you and celebrate your generous gift plans for United Way, inspiring others to participate

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Ask us how you can continue the tradition of giving!

The Eternity Fund is the permanent endowment fund of the United Way. When you make a donation to the Eternity Fund, the money is invested and the principal is preserved. Only the income earned is used to support essential services and programs, ensuring your gift will benefit future generations.

We see a future where people are self-sufficient
in a community where individuals live with
hope, dignity and a sense of belonging.





United Way
 Kingston, Frontenac,
 Lennox and Addington

417 Bagot Street, Kingston, ON K7K 3C1
 tel: (613) 542-2674 fax: (613) 542-1379
 uway@unitedwaykfla.ca www.unitedwaykfla.ca

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