

Financial Statements of

**UNITED WAY OF KFL&A**

And Independent Auditors' Report Thereon

Year ended December 31, 2020



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## INDEPENDENT AUDITORS' REPORT

To the Members of United Way of KFL&A

### ***Qualified Opinion***

We have audited the financial statements of United Way of KFL&A, which comprise:

- the statement of financial position as at December 31, 2020
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- that statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (hereinafter referred to as the “financial statements”).

In our opinion, except for the possible effects of the matter described in the “***Basis for Qualified Opinion***” section of our auditors’ report, the accompanying financial statements present fairly, in all material respects, the financial position of United Way of KFL&A as at December 31, 2020, 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.

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

In common with many not-for-profit organizations, United Way of KFL&A derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of United Way of KFL&A.

Therefore, we were not able to determine whether any adjustments might be necessary to:

- the current assets reported in the statements of financial position as at December 31, 2020 and December 31, 2019
- the donations revenue and excess of revenue over expenses reported in the statements of operations for the years ended December 31, 2020 and December 31, 2019
- the unrestricted net assets, at the beginning and end of the year, reported in the statements of changes in net assets for the years ended December 31, 2020 and December 31, 2019
- the excess of revenue over expenses reported in the statements of cash flows for the years ended December 31, 2020 and December 31, 2019

Our opinion on the financial statements for the year ended and December 31, 2019 was qualified accordingly because of the possible effects of this limitation in scope.



We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **“Auditors’ Responsibilities for the Audit of the financial statements”** section of our auditors’ report.

We are independent of United Way of KFL&A in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

***Responsibilities of Management and Those Charged with Governance for the financial statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the United Way of KFL&A’s financial reporting process.

***Auditors’ Responsibilities for the Audit of the financial statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of United Way of KFL&A's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on United Way of KFL&A's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause United Way of KFL&A to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

Kingston, Canada

April 15, 2021

# UNITED WAY OF KFL&A

## Statement of Financial Position

December 31, 2020, with comparative information for 2019

	2020	2019
<b>Assets</b>		
Current assets:		
Cash	\$ 1,005,566	\$ 1,114,930
Short-term investments (note 2)	2,126,876	1,119,741
Accounts receivable	207,492	30,719
Prepaid expenses	15,946	11,569
	<u>3,355,880</u>	<u>2,276,959</u>
Long-term investments (note 3)	5,143,254	4,469,273
Capital assets (note 4)	64,857	16,462
	<u>\$ 8,563,991</u>	<u>\$ 6,762,694</u>

## Liabilities and Net Assets

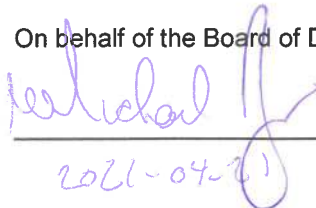
Current liabilities:		
Accounts payable and accrued liabilities (note 5)	\$ 636,320	\$ 724,623
Monies held in trust (note 6)	204,877	206,190
Deferred contributions non-campaign	1,149,888	186,937
Deferred event revenue	16,794	—
	<u>2,007,879</u>	<u>1,117,750</u>
Net assets:		
Invested in 417 Bagot Group (note 3(a))	427,088	417,128
Invested in capital assets (note 7(a))	64,857	16,462
Reserves (note 8)	2,496,524	2,216,000
Endowments	2,869,663	2,416,760
Unrestricted	697,980	578,594
	<u>6,556,112</u>	<u>5,644,944</u>


Commitments (note 9)  
Impact of COVID-19 (note 17)

	<u>\$ 8,563,991</u>	<u>\$ 6,762,694</u>
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See accompanying notes to financial statements.

On behalf of the Board of Directors:

  
\_\_\_\_\_  
2021-04-23  
Director

  
\_\_\_\_\_  
CHAIR 2021-04-23  
Director

# UNITED WAY OF KFL&A

## Statement of Operations

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Revenue:		
Fundraising revenue	\$ 4,016,769	\$ 3,462,936
Donations to internally endow	452,903	-
Funds transferred from other United Ways	33,424	10,304
Funds transferred to other United Ways	(19,654)	(21,256)
Community special events	22,536	40,180
Gross fundraising revenue	4,505,978	3,492,164
Kingston Penitentiary tours	209,706	735,125
Reaching Home grant	455,863	245,365
Investment income	85,806	31,421
Donations and other revenue, including grants	28,840	60,926
Rockin' the Big House	-	413,793
New Horizons for Seniors Program (NHSP)	65,695	-
Emergency Community Support Fund (ECSF)	1,027,982	-
Reaching Home fund - COVID-19	332,389	-
Canada Emergency Rental Subsidy	4,098	-
Canada Emergency Wage Subsidy	159,451	-
	6,875,808	4,978,794
Expenses:		
Allocations and programs:		
Program grants	1,979,271	1,960,100
Distributions and Community Programs and Services (schedule 1)	365,712	402,746
United Way Community Impact Initiatives	154,975	251,574
Donor choice designations	394,636	391,403
Reaching Home grant	396,942	219,731
United Way dues and shared costs	70,253	42,938
Youth Homelessness	502,294	1,022,652
United Way of KFL&A COVID-19 Relief fund	250,306	-
Reaching Home grants - COVID-19 (note 16)	332,389	-
NHSP Grants	65,695	-
ECSF Grants (note 16)	1,027,982	-
	5,540,455	4,291,144
Operations:		
Fundraising (schedule 1)	638,828	628,444
Community special events	7,079	24,285
Investment management fee	13,639	11,496
Rockin' the Big House	8,979	189,295
	6,208,980	5,144,664
Excess (deficiency) of revenue over expenses before the undernoted	666,828	(165,870)
Income from joint venture (note 3(a))	9,960	7,509
Change in fair value of investments	234,380	459,622
Excess of revenue over expenses	\$ 911,168	\$ 301,261

See accompanying notes to financial statements.

# UNITED WAY OF KFL&A

## Statement of Changes in Net Assets

Year ended December 31, 2020, with comparative information for 2019

	Invested in 417 Bagot Group (note 3(a))	Invested in capital assets (note 7)	Reserves (note 8)	Restricted for endowments (note 15)	Unrestricted	2020 Total	2019 Total
Balance, beginning of year	\$ 417,128	\$ 16,462	\$ 2,216,000	\$ 2,416,760	\$ 578,594	\$ 5,644,944	\$ 5,054,592
Excess (deficiency) of revenue over expenses	9,960	(14,771)	—	—	915,979	911,168	301,261
Endowment contributions	—	—	—	—	—	—	289,091
Interfund transfer	—	—	280,524	452,903	(733,427)	—	—
Net change in investment in capital assets	—	63,166	—	—	(63,166)	—	—
Balance, end of year	\$ 427,088	\$ 64,857	\$ 2,496,524	\$ 2,869,663	\$ 697,980	\$ 6,556,112	\$ 5,644,944

See accompanying notes to financial statements.

# UNITED WAY OF KFL&A

## Statement of Cash Flows

Year ended December 31, 2020, with comparative information for 2019

	2020	2019
Cash provided by (used for):		
Operating expenses:		
Excess of revenue over expenses	\$ 911,168	\$ 301,261
Item which does not involve cash:		
Amortization of capital assets	14,771	18,511
Change in fair value of investments	(234,380)	(459,622)
Income from joint venture	(9,960)	(7,509)
Change in non-cash working capital:		
Accounts receivable	(176,773)	9,413
Prepaid expenses	(4,377)	(9,784)
Accounts payable and accrued liabilities	(88,303)	206,659
Monies held in trust	(1,313)	182,223
Deferred contributions non-campaign	962,951	82,782
Deferred campaign revenue	16,794	(240,000)
	1,390,578	83,934
Financing activities:		
Endowment contributions	—	289,091
Investing activities:		
Purchase of long-term investments	(429,641)	(223,375)
Purchase of capital assets	(63,166)	—
	(492,807)	(223,375)
Increase in cash	897,771	149,650
Cash, beginning of year	2,234,671	2,085,021
Cash, end of year	\$ 3,132,442	\$ 2,234,671
Represented by:		
Cash in bank	\$ 1,005,566	\$ 1,114,930
Short-term investments	2,126,876	1,119,741
Cash, end of year	\$ 3,132,442	\$ 2,234,671

See accompanying notes to financial statements.



# UNITED WAY OF KFL&A

## Notes to Financial Statements

Year ended December 31, 2020

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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 and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

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 follows the deferral method of accounting for contributions which include donations and government grants.

United Way of KFL&A conducts a public campaign for funds each year.

Unrestricted campaign revenue through either pledge payments or one-time donations are recorded as revenue in the year in which they are received.

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.

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. Non-endowed bequest contributions are recognized as revenue in the year in which they are received and the United Way KFL&A Board of Directors will internally restrict these contributions for the endowment fund.

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

## 1. Significant accounting policies (continued):

### (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

The carrying amount of an item of capital assets is tested for recoverability whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized when the asset's carrying amount is not recoverable and exceeds its fair value.

### (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.

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

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## 1. Significant accounting policies (continued):

### (e) Net asset reserves:

#### (i) Contingency Reserve:

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) Endowment Reserve:

The endowment reserve is an Eternity Fund managed by the United Way of KFL&A Investment Committee and is restricted with the principal being preserved in perpetuity. The income earned from the Eternity Fund is used to support essential programs ensuring donations to the Eternity Fund will benefit future generations.

#### (iii) 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.

#### (iv) Internally restricted reserves:

These reserves are restricted by a motion from the United Way of KFL&A Board of Directors for the purpose of directing the future use of funds. The reserves of the United Way KFL&A that are internally restricted are the Contingency Reserve, the Agency Reserve and the Youth Homelessness Reserve.

### (f) Employee future benefits:

United Way of KFL&A has a defined contribution plan providing pension for its employees. The cost of the defined contribution plan is based on the required contributions during each period.

### (g) 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 subsequently carry all of its short-term investments and all of its long-term investments, excluding the investment in a joint venture, at fair value.

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

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## 1. Significant accounting policies (continued):

### (g) Financial instruments (continued):

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.

## 2. Short-term investments:

	2020	2019
High interest savings account	\$ 2,126,876	\$ 1,119,741

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.

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

### 3. 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 (Resolve Counselling Services Canada) 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, 2020. 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:

	2020	2019
Assets		
Cash	\$ 79,078	\$ 58,298
Accounts receivable	1,306	1,320
Prepaid expenses	–	52
Capital assets	354,156	370,776
	<u>\$ 434,540</u>	<u>\$ 430,446</u>

	2020	2019
Liabilities and Co-tenants’ Capital		
Accounts payable and accrued liabilities	\$ 7,759	\$ 4,506
Current portion of long-term debt	9,756	7,357
Long-term debt	87,977	99,495
Co-tenant’s capital	329,048	319,088
	<u>\$ 434,540</u>	<u>\$ 430,446</u>

Excess of revenue over expenses:

	2020	2019
Revenue	\$ 71,515	\$ 71,420
Expenses	61,555	63,911
	<u>\$ 9,960</u>	<u>\$ 7,509</u>

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

## 3. Long-term investments (continued):

(a) Investment in 417 Bagot Group (continued):

Cash provided by (used in):

	2020	2019
Operating activities	\$ 29,900	\$ 24,698
Financing activities	(9,120)	15,827

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:

	2020	2019
Contributions since commencement	\$ 146,086	\$ 146,086
Gain in earnings since commencement	103,539	93,579
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)
	\$ 427,088	\$ 417,128

The two participants in the joint venture are jointly and severally liable for a loan. As at December 31, 2020, the principal balance of the loan in aggregate is \$195,465 (2019 - \$213,704).

(b) Financial investments:

	2020	2019
Cash	\$ 15,449	\$ 8,668
Fixed income	195,000	267,417
Equities	1,144,637	938,252
Mutual funds/segregated funds	—	50,713
	1,355,086	1,265,050
Endowment:		
Cash	34,904	34,291
Fixed income	390,000	576,663
Equities	2,936,176	2,035,509
Mutual funds/segregated funds	—	140,632
	3,361,080	2,787,095
	\$ 4,716,166	\$ 4,052,145

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

### 3. Long-term investments (continued):

#### (b) Financial investments (continued):

All Exchange Traded Funds (ETFs) are classified as equities in the financial investments summary above regardless of their underlying index. As per the United Way of KFL&A's Investment Policy Statement (IPS), these include some ETFs that are cash and fixed income investments with little to no related market risk. The purpose of these ETFs is to provide reliable, extremely liquid cash flow for operations. Every quarter all investments are confirmed to be compliant with the IPS by CIBC Wood Gundy and this is verified by the Investment Committee of the United Way.

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 the Investment Policy of the United Way of KFL&A.

### 4. Capital assets:

	Cost	Accumulated amortization	2020 Net book value	2019 Net book value
Furniture and equipment	\$ 83,116	\$ 80,460	\$ 2,656	\$ 2,101
Telephone system	43,537	42,797	740	1,056
Computer equipment	232,616	176,990	55,626	4,029
Computer software	95,783	89,948	5,835	9,276
Leasehold improvements	8,999	8,999	—	—
	<u>\$ 464,051</u>	<u>\$ 399,194</u>	<u>\$ 64,857</u>	<u>\$ 16,462</u>

Cost and accumulated amortization of capital assets at December 31, 2019 amounted to \$400,884 and \$384,422, respectively.

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

## 5. Accounts payable and accrued liabilities:

	2020	2019
Accounts payable and accrued liabilities	\$ 172,102	\$ 98,237
Grants payable	464,218	626,386
	<u>\$ 636,320</u>	<u>\$ 724,623</u>

Included in accounts payable and accrued liabilities are government remittances payable of \$10,709 (2019 - \$2,325), which includes amounts payable for harmonized sales tax and payroll-related taxes.

## 6. 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.

	2020	2019
Opening balance	\$ 206,190	\$ 23,967
Receipts	190,000	380,000
Disbursements	(191,313)	(197,777)
Ending balance	<u>\$ 204,877</u>	<u>\$ 206,190</u>

## 7. Invested in capital assets:

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

	2020	2019
Capital assets	\$ 64,857	\$ 16,462



# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

## 7. Invested in capital assets (continued):

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

	2020	2019
Excess of expenses over revenue:		
Amortization of capital assets	\$ (14,771)	\$ (18,511)
Net change in investment in capital assets:		
Purchase of capital assets	\$ 63,166	\$ -

## 8. Internally restricted reserves:

Reserves consist of:

	2020	2019
Contingency Reserve	\$ 316,000	\$ 316,000
Youth Homelessness	180,524	227,590
Agency Reserve	2,000,000	1,672,410
	\$ 2,496,524	\$ 2,216,000

(a) Contingency Reserve:

In accordance with policy, the balance in the reserve is to be maintained within a range of 10% to 20% of the operating budget. 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) Youth Homelessness:

Using proceeds from the Kingston Penitentiary Tours the Board of Directors passed a motion to set aside these funds to be spent in the area of youth homelessness.

(c) Agency Reserve:

Using operational surpluses (deficits), the Board of Directors passed a motion to set aside these funds to be spent in the area of United Way partner agencies in the event of a fundraising shortfall. This reserve is intended for the programs that support community investment strategy outlined by the United Way KFL&A Board of Directors.

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

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## 9. 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 \$4,807 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:

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2021	\$	63,882
2022		60,552
2023		59,907
2024		58,795
2025		57,683
		<hr/>
		\$ 300,819

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## 10. 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 3 to these financial statements. United Way of KFL&A rents premises from the joint venture as disclosed in note 9.

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.

## 11. 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 \$39,046 (2019 - \$34,588) under this group registered retirement savings plan arrangement.

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

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## 12. Financial risks:

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. The fixed income securities yield interest between 2.0% and 3.1% and have maturities ranging from March 2021 to March 2023.

(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 accounts receivable, short-term investments and certain of its long-term investments. United Way of KFL&A assesses, on a continuous basis, accounts receivable, short-term investments and certain of its long-term investments. United Way of KFL&A has determined that there is no impairment to the accounts receivable or the joint venture investment as at December 31, 2020.

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

## 13. Re-allocation of administration expenses:

General management and administrative expenses are re-allocated between fundraising expenses, distributions and community programs and service 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.

	2020	2019
Fundraising	44%	44%
Distributions & community programs & services	26%	29%
Community impact initiatives	30%	27%
	100%	100%

## 14. Transparency, accountability and financial reporting:

The United Way of KFL&A follows the reporting guidelines as outlined in its membership agreement with United Way of Canada – Centraide Canada. As part of these guidelines, each member calculates fundraising and allocation ratios. These ratios are summarized as follows:

	2020	2019
Fundraising ratio:		
Total revenue	\$ 6,875,808	\$ 4,978,784
Total fundraising including cost recovery and special events (schedule 1)		
	\$ 541,159	\$ 699,533
General management and administrative expense	113,737	142,490
Total fundraising and related administrative expense	\$ 654,896	\$ 842,023

# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

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## 15. 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 donation bequests 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 8 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.

## 16. Administrative expenses - grant funding:

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Reaching Home grants – COVID-19	\$ 289,034	87%
Program Support	43,355	13%
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Total Reaching Home – COVID-19 grants and related program support	\$ 332,389	100%
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Emergency Community Support Fund grants	\$ 1,019,238	99.1%
Program Support	8,744	0.9%
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Total Emergency Community Support Fund grants and related program support	\$ 1,027,982	100%

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# UNITED WAY OF KFL&A

Notes to Financial Statements (continued)

Year ended December 31, 2020

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## 17. Impact of COVID-19:

In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization and has had a significant financial, market and social dislocating impact. At the time of approval of these financial statements, the United Way KFL&A has experienced the following indicators of financial implications and undertaken the following activities in relation to the COVID-19 pandemic.

- Increased cleaning protocols in offices and on equipment based on Provincial and Local Public Health recommendations
- All individuals within the office are to wear masks in common areas and when maintaining 2 meter physical distancing for a prolonged period is not possible
- Requiring certain staff to work from home in order to minimize the number of people working in the office premises
- Employees and visitors to the office are required to perform the Province of Ontario' COVID-19 self-assessment each time before entering the office building
- Employees are encouraged to abide by Provincial recommendations in settings outside of the work environment on a regular basis
- Implemented temporary layoffs of certain employees
- Applied for and received benefits under the Canada Emergency Rental Subsidy and Canada Emergency Wage Subsidy
- Received additional funding under the NHSP, ECSF and Reaching Home fund – COVID-19 programs to be distributed to specified communities with an identified need

At this time there remains uncertainty over future cash flows which may cause significant changes to the assets or liabilities and may have a significant impact on future operations. An estimate of the financial effect is not practicable at this time.

# UNITED WAY OF KFL&A

Schedule 1 - Administration, Fundraising and United Way Community Investments Programs Expenses  
Distributions and community programs and services

Year ended December 31, 2020, with comparative information for 2019

	Administration	Fundraising	Distributions and community programs and services	2020 Total	2019 Total
Direct costs:					
Salaries and benefits	\$ 177,197	\$ 425,844	\$ 250,888	\$ 853,929	\$ 873,272
Other direct costs	57,562	90,233	34,932	182,727	198,263
	234,759	516,077	285,820	1,036,656	1,071,535
Amortization of capital assets	14,771	–	–	14,771	18,511
Occupancy costs	8,941	21,487	12,690	43,118	45,235
Total expenses before reallocation of administrative expenses and cost recovery					
	258,471	537,564	298,510	1,094,545	1,135,281
Reallocation of administrative expenses (note 13)					
	(258,471)	113,727	67,202	(77,541)	(87,438)
Cost recovery					
	–	(12,463)	–	(12,463)	(16,653)
<b>Total expenses</b>	<b>\$ –</b>	<b>\$ 638,828</b>	<b>\$ 365,712</b>	<b>\$ 1,004,541</b>	<b>\$ 1,031,190</b>