



**United Way
Centraide**

Prescott-Russell, Ottawa,
Lanark & Renfrew Counties

FINANCIAL STATEMENTS OF UNITED WAY PRESCOTT-RUSSELL, OTTAWA, LANARK & RENFREW COUNTIES

FOR THE YEAR ENDED MARCH 31, 2018

TABLE OF CONTENTS

Independent Auditor's Report	3
Statement of Financial Position.....	4
Statement of Operations	5
Statement of Changes in Net Assets.....	6
Statement of Cash Flows	7
Notes to Financial Statements	8
Schedule 1 – Statement of Operations and Changes in Net Assets by Region	17



INDEPENDENT AUDITOR'S REPORT

To the members of the Board of Directors

We have audited the accompanying financial statements of United Way Prescott-Russell, Ottawa, Lanark & Renfrew Counties, which comprise the statement of financial position as at March 31, 2018, and the statements of operations, changes in net assets and cash flows for the year then ended, and 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.

Auditor's 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 the auditor's 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, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of United Way Prescott-Russell, Ottawa, Lanark & Renfrew Counties as at March 31, 2018, and the results of its 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

Ottawa, Ontario

June 5, 2018

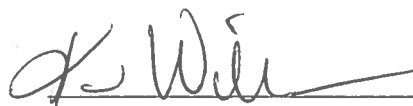
STATEMENT OF FINANCIAL POSITION

As at March 31, 2018

	2018
Assets	
Current assets:	
Cash	\$ 3,008,358
Pledges receivable (note 3)	12,483,944
Accounts receivable	1,014,452
Prepaid expenses	149,912
	<u>16,656,666</u>
Long-term assets:	
Investments (note 5(a))	5,775,737
Tangible capital assets (note 6)	181,602
	<u>5,957,339</u>
	<u>\$ 22,614,005</u>
Liabilities and Net Assets	
Current liabilities:	
Accounts payable and accrued liabilities	\$ 1,611,677
Deferred revenue (note 8)	1,677,157
Deferred designated fundraising revenue	6,956,999
Total liabilities	<u>10,245,833</u>
Net assets:	
Unrestricted (note 9(a))	1,372,965
Internally restricted (note 9(b))	10,359,057
Invested in tangible capital assets (note 9(c))	181,602
Endowment (note 9(d))	454,548
	<u>12,368,172</u>
Commitments (note 15)	
Contingency and guarantee (note 16)	
	<u>\$ 22,614,005</u>

See accompanying notes to financial statements.

On behalf of the Board:

 Director

 Director

STATEMENT OF OPERATIONS

Year ended March 31, 2018

	2018
Revenue:	
Fundraising	\$ 13,558,623
Designated fundraising	10,267,618
<u>Total donations (note 10)</u>	<u>23,826,241</u>
Less: provision for uncollectible pledges	(593,607)
<u>Under provisioned pledges from prior years</u>	<u>(128,909)</u>
Net fundraising	23,103,725
Grants	1,570,663
Investment income (note 5(b))	157,100
<u>Other</u>	<u>604,982</u>
Total revenue	25,436,470
Expenses:	
Fundraising	5,427,647
<u>Recovery of fundraising expenses from designated charities</u>	<u>(1,096,679)</u>
Total fundraising	4,330,968
Priority goals:	
Partner programs and services	6,787,507
<u>Community impact initiatives</u>	<u>4,828,601</u>
Total priority goals	11,616,108
<u>Donor directed designations</u>	<u>10,274,258</u>
Total expenses	26,221,334
Deficiency of revenue over expenses before undernoted item	\$ (784,864)
Change in unrealized loss on investments (note 5(c))	(20,192)
Deficiency of revenue over expenses	\$ (805,056)

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN NET ASSETS

Year ended March 31, 2018

	2018				
	Unrestricted	Internally Restricted	Invested in Tangible Capital Assets	Endowment	Total
	(note 9(a))	(note 9(b))	(note 9(c))	(note 9(d))	
Balance, beginning of year	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer on amalgamation (note 1 & 9(e))	1,697,218	10,777,195	242,857	444,038	13,161,308
Deficiency of revenue over expenses	(805,056)	-	-	-	(805,056)
Change in tangible capital assets	61,255	-	(61,255)	-	-
Internal restrictions	419,548	(419,548)	-	-	-
Contributions & investment income (2(a) & 9(d))	-	1,410	-	10,510	11,920
Balance, end of year	\$ 1,372,965	\$ 10,359,057	\$ 181,602	\$ 454,548	\$ 12,368,172

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31, 2018

	2018
Cash flows from operating activities:	
Cash receipts from donors and funders	\$ 26,286,757
Cash paid to suppliers, employees, agencies and stakeholders	(25,576,603)
	<u>710,154</u>
Cash flows from investing activities:	
Acquisition of tangible capital assets	(41,251)
Acquisition of investments	(309,800)
Proceeds from sale of investments	393,944
Change in endowment (net)	10,510
	<u>53,403</u>
Net increase in cash	763,557
Cash, beginning of the year	-
Transfer on amalgamation (note 1 & 9(f))	2,244,801
Cash, end of the year	\$ 3,008,358

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

Year ended March 31, 2018

1. Objectives of the Organization:

On April 1, 2017, United Way of Lanark County, United Way Ottawa, United Way Prescott-Russell and Renfrew County United Way formed a new Amalgamated Corporation. The new Amalgamated Corporation's name is "United Way Prescott-Russell, Ottawa, Lanark and Renfrew Counties". The Amalgamated Corporation assumed all the assets and liabilities of the amalgamating entities effective April 1, 2017.

United Way Prescott-Russell, Ottawa, Lanark and Renfrew Counties (the Organization) is committed to making measurable, lasting change in our community today and for tomorrow.

Our Mission: To bring people and resources together to build a strong, healthy, safe community for all.

Our Vision: The community is measurably better because of the work of the Organization and others.

Our Promise: To invest resources where they are needed the most and where they will have the greatest impact.

The Organization identifies priority goals that most effectively further our mission and realize our vision. We achieve this through:

- Investing to mobilize multiple stakeholders to address community wide challenges and create a collective response to affect systemic change;
- Maximizing the impact of donor funds through community development strategies, including research, convening, and advocacy; and
- Directing funds to agencies and community Organizations to deliver front-line programs and services.

The Organization is a non-profit Ontario corporation and a registered charity and, as such, is exempt from income tax and may issue income tax receipts to donors.

2. Significant accounting policies:

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) Revenue recognition:

The Organization follows the deferral method of accounting for contributions.

Fundraising revenue

Pledges and donations that are undesignated or are directed to a focus area or priority goal by the donor are recognized as revenue in the year that they are received or pledged at the amount committed less a provision for uncollectible pledges. Funds raised, net of related fundraising expenses and provisions, are used to provide funds for operations in the current year and fund partner programs and services in the following fiscal year.

Funds received from other United Ways

National or regional workplace campaigns that are coordinated by one United Way on behalf of other United Ways are known as Centrally Coordinated Campaigns. The pledges and donations received by other United Ways on behalf of the Organization are reported separately and included in pledges receivable until the revenue is received.

Designated fundraising revenue

Pledges and donations that are designated by the donor to other Canadian registered charities and other United Ways are considered to be externally restricted, and are deferred and recognized as revenue in the year they are distributed to the designated charity.

Grants

Grant revenue represents funds received from federal, provincial and municipal governments, foundations and from corporations, for specific programs or Community Wide Initiatives administered by the Organization. Grants are deferred and recognized as revenue when expenses are incurred or funds are disbursed to other agencies.

Investment income

Restricted endowment investment income is recorded in the statement of changes in net assets when earned. Unrestricted investment income and unrealized gains/losses are recognized when earned in the statement of operations.

Other revenue

Other revenue includes bequests, bank interest, rental income, special gifts, sponsorship, program event revenue and miscellaneous income, and is recognized when received.

Endowment contributions

Contributions to the endowment fund are recorded as direct increases to the endowment net asset balance.

(b) Expense recognition:

The Organization recognizes expenses in the year they are incurred and donor directed designations when they are distributed. Expenses are reported within the following three categories:

Fundraising

The cost of fundraising includes an allocation of associated general and administration costs. A fee is charged to designated charities to recover the cost of fundraising and processing. The fee is reported as a reduction of fundraising expenses as the designated revenue is recognized.

The Organization also incurs Government of Canada Workplace Charitable Campaign (GCWCC) fundraising costs on behalf of participants of the GCWCC campaign (i.e. HealthPartners and other United Ways) and recovers their portion of the costs based on a pro-rata share of the revenue. GCWCC recoveries are reported as a reduction of fundraising expenses as the campaign revenue is recognized.

Donor directed designations

The Organization's policy is to use Dollars on Top methodology in funded agency allocations, that is, designated dollars are in addition to the funding for partner programs and services.

Donor directed designations are recognized as expenses when they are distributed.

Priority goals

Partner programs and services – are payments made to agencies and community organizations through a call for proposal process to deliver front-line programs and services that align to priority goals. Also included are one-time investments funded from the internally restricted for community services fund. These expenses are recognized in the year when distributed or distributable to the recipient agencies.

Community impact initiatives – include community wide initiatives, targeted community programs, grant distributions, United Way-managed community development strategies and investment stewardship. Expenses are recognized when incurred. United Way-managed community development strategies and investment stewardship also include an allocation of associated general and administration costs.

(c) Financial instruments:

Financial instruments are recorded at fair value when acquired or issued. In subsequent years, investments consisting of broker accounts, fixed income securities, and common shares are reported at fair value, with any unrealized gains and losses reported in operations, other than financial instruments related to endowment funds. Changes in fair value of financial instruments related to the endowment fund are recorded directly in the statement of changes in net assets. All other financial instruments are reported at cost or amortized cost, less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

(d) Tangible capital assets:

Tangible capital assets are stated at cost net of accumulated amortization. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Tangible capital asset	Useful life
Computer software	3 years
Computer hardware	4 years
Furniture and fixtures	5 to 15 years
Leasehold improvements	Over term of lease

(e) Allocation of general and administration expenses:

Corporate Services and Marketing & Communication resources that directly support specific functions are allocated to those functions as direct costs. The remaining costs are categorized as general and administration costs and are allocated to the functions based on the number of employees directly supporting each function.

The Organization allocates general and administration expenses to fundraising and to specific business activities falling under community impact initiatives; these include United Way-managed community development strategies and investment stewardship.

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations (ASNPO) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent 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 these estimates. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the year in which they become known. Significant management estimates include the provision for uncollectible pledges.

(g) Volunteers:

Volunteers contribute many hours per year to assist the Organization in carrying out its activities. Due to the difficulty of determining their fair value, volunteer services are not recognized in the financial statements.

(h) Contributed materials and services:

Contributed materials and services, which are used in the normal course of operations and would otherwise have been purchased, are recorded at their fair market value at the date of contribution if face value can be reasonably estimated.

3. Pledges receivable:

Pledges receivable consist of payroll and other monthly pre-authorized donations that have been pledged by donors. They also include corporate pledges that are unpaid at the end of the year. The provision for uncollectible pledges is based on a three-year average and is reported in the statement of operations. Pledges receivable are written off after two years. Pledges receivable are net of a pledge loss provision of \$1,084,421.

4. Government of Canada Workplace Charitable Campaign (GCWCC):

The Organization co-managed, with Centraide Outaouais, the national and local GCWCC. The GCWCC is mandated by Treasury Board and runs in 110 departments and agencies with the named participants: United Way and HealthPartners. Designations to other registered Canadian charities are distributed by the participants.

The Organization expends resources on behalf of all participants of GCWCC across Canada. The Organization then recovers expenses from all participating United Ways and HealthPartners on a pro-rata basis of total GCWCC revenues part way in the year and in the following year. As a result, the Organization is owed funds from all participating United Ways and HealthPartners at any point in time.

The Organization holds in trust donation payments deposited by the Government of Canada in central bank accounts and distributed each month to appropriate recipients. The balance in these accounts at March 31, 2018 is \$1,702,071.

5. Investments:

(a) Investments consist of the following balances:

	2018	
	Fair value	Cost
Broker accounts	\$ 315,864	\$ 315,864
Fixed income securities	2,743,689	2,749,792
Common shares	2,716,184	2,342,468
	<u>\$ 5,775,737</u>	<u>\$ 5,408,124</u>

Fixed income securities include coupon and residual, federal and provincial bonds, bond funds, term deposits and corporate bonds and debentures maturing in 1 month to 9 years with interest rates between 1.25% and 3.50%. Common shares include equity investments in various markets as well as trust units, index securities and Canadian and foreign equity funds.

The endowment fund is included in the reported investment balance.

	2018	
	Fair value	%
Unrestricted fund	\$ 5,321,189	92.1%
Endowment fund	454,548	7.9%
	<u>\$ 5,775,737</u>	<u>100%</u>

(b) Investment income for the year:

	2018
Income earned on unrestricted resources	\$ 111,227
Income earned on endowed resources:	
Unrestricted	11,136
Restricted	12,267
Realized gain on investments	22,470
Total investment income earned in the year	\$ 157,100

(c) Change in unrealized gain/(loss) on investments:

	2018
Change in unrealized loss on investments	\$ (20,192)

6. Tangible capital assets:

	Cost	Accumulated Amortization	Net Book Value
Computer hardware and software	\$ 137,462	\$ 52,245	\$ 85,217
Furniture and fixtures	75,158	31,224	\$ 43,934
Leasehold improvements	71,488	19,037	52,451
	\$ 284,108	\$ 102,506	\$ 181,602

Amortization for the year amounted to \$102,506.

7. Line of credit available:

The Organization has a line credit of \$2,000,000 that is available for use throughout the year to manage fluctuations in cash flow. Interest is calculated based on the bank's prime lending rate. As of March 31, 2018 there was no amount owing on the line of credit.

8. Deferred revenue:

Deferred revenue consists of grants and other amounts received that will be expended for a specific purpose in a future year.

	Opening Balance	Transfer on Amalgamation (note 1)	Deferred Revenue Received	Deferred Revenue Recognized	Ending Balance
Grants	\$ -	\$ 700,100	\$1,255,610	\$(1,071,849)	\$ 883,861
Strategic Investments	-	298,785	618,334	(595,018)	322,101
Other	-	494,982	202,207	(225,994)	471,195
	\$ -	\$ 1,493,867	\$2,076,151	\$(1,892,861)	\$ 1,677,157

9. Net assets:

The Board of Directors has established the following net asset policies:

(a) Unrestricted:

The unrestricted net assets are maintained to fund the ensuing year's operating expenses.

(b) Internally restricted:

Internally restricted funds are established through Board policy for any testamentary gift received without express direction from a donor/testator and for which the intent cannot be reasonably determined to be of an endowed nature. The first \$100,000 received in a year will be internally restricted for community impact for allocation as one-time funding for programs and community initiatives and the remainder is internally restricted for operations.

Internally restricted funds also include Board approved allocations to partner programs and services for the upcoming year.

	Community Services	Operations	Allocations	Total
Balance, beginning of year	\$ -	\$ -	\$ -	\$ -
Transfer on amalgamation (note 1)	285,757	2,216,641	8,274,797	\$10,777,195
Internal restrictions (net)	(23,765)	-	(395,783)	(419,548)
Contributions	-	-	1,410	1,410
Balance, end of year	\$ 261,992	\$ 2,216,641	\$ 7,880,424	\$ 10,359,057

(c) Invested in tangible capital assets:

This amount represents the net amount invested by the Organization in tangible capital assets.

(d) Endowment:

Endowment Funds are established through external donations and bequests where express direction is given by the donor or estate to hold the funds in perpetuity.

(e) Net assets transferred to the Organization on amalgamation at April 1, 2017:

	Unrestricted	Internally Restricted	Invested in Tangible Capital Assets	Endowment	Total
Ottawa	\$ 1,522,981	\$ 10,152,969	\$ 242,857	\$ 444,038	\$ 12,362,845
Prescott-Russell	103,903	46,700	-	-	150,603
Lanark	10,130	203,886	-	-	214,016
Renfrew	60,204	373,640	-	-	433,844
Transfer on amalgamation	\$ 1,697,218	\$ 10,777,195	\$ 242,857	\$ 444,038	\$ 13,161,308

(f) Cash balances transferred to the Organization on amalgamation at April 1, 2017:

	Cash
Ottawa	\$ 1,737,989
Prescott-Russell	149,441
Lanark	79,226
Renfrew	278,145
Transfer on amalgamation	\$ 2,244,801

10. Total donations and deferred designated fundraising revenue:

The fundraising revenue reported in the statement of operations includes the unrestricted and the restricted funds raised. Total donations to the Organization include other forms of giving, such as fundraising managed on behalf of others. The following table reconciles 2017 funds raised to total donations reported as at March 31, 2018.

	2017 Fundraising
Donations	\$ 13,533,994
Donor directed designated donations	9,909,710
Funds raised	23,443,704
Less: Designated fundraising revenue deferred	(6,956,999)
Community impact initiatives revenue deferred	(322,655)
Contributions to restricted endowment fund	(795)
Add: Designated fundraising revenue recognized	7,363,516
Community impact initiatives revenue recognized	299,470
Total donations recognized in fiscal year	\$ 23,826,241

Additionally, the Organization hosts several centrally coordinated fundraising efforts, which are formal arrangements whereby one United Way (the host) coordinates fundraising for an organization, which has multiple workplace locations across a region, province or country. As the host, the Organization processes and receipts donations on behalf of other United Ways. During the year, the Organization processed \$260,540 in donations through centrally coordinated fundraising arrangements on behalf of other United Ways. These funds are not reflected in our fundraising achievement numbers.

11. Pension plan:

The Organization participates in the Ottawa-Carleton Community Agencies Pension Plan. The Organization has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles. This multi-employer defined benefit pension plan covers employees of the Organization and the employees of the other participating agencies. As at the last actuarial valuation on December 31, 2016, the plan had a solvency transfer ratio (the ratio of assets over liabilities) of 86.7% with a deficit of \$4,089,500. During the year, the Organization contributed and expensed \$374,026 to the plan.

Prior to participation in the pension plan, employees of the Organization are offered an optional Group Registered Retirement Savings Plan. The Organization matches eligible employees' contributions to the plan up to 5% of the employee's annual salary. After two years of employment, employees must join the Ottawa-Carleton Community Agencies Pension Plan. During the year, the Organization contributed and expensed \$33,836 to the plan.

12. Financial instrument risks:

(a) Credit risk:

The Organization is exposed to credit-related losses in the event of non-performance by counterparties to the financial instruments. Credit exposure for accounts receivable is minimized by dealing only with credit worthy counterparties. The annual provision for uncollectible pledges on pledges receivable is presented on the statement of operations.

(b) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Organization has fixed income securities on which general interest rate fluctuations apply.

(c) Other price risk:

The Organization is exposed to fluctuations in equity markets on its common share investments.

13. Allocation of general and administration expenses:

The following table summarizes general and administration expenses allocated to fundraising and community impact initiatives.

	2018	
	Amount	%
Fundraising	\$ 1,877,966	72%
Community impact initiatives	730,294	28%
	<u>\$ 2,608,260</u>	<u>100%</u>

14. Cost of fundraising:

In accordance with United Way Canada's Transparency, Accountability and Financial Reporting (TAFR) policies, the Organization uses the following method to calculate the cost of fundraising ratio:

	2018
Total revenue	\$ 25,436,470
Add: Provision for uncollectible pledges	593,607
Under provisioned pledges from prior years	<u>128,909</u>
Net revenue	<u>26,158,986</u>
Net fundraising expenses	4,330,968
Cost of fundraising %	<u>16.56%</u>

15. Commitments:

(a) Funding commitments

Funding agreements in the amount of \$6,075,238 from the 2018 Call for Proposals process will not take effect until July 1, 2018 and are not committed until signed.

(b) Lease commitments

Future occupancy cost and equipment lease commitments are as follows:

2019	\$ 742,491
2020	712,709
2021	531,796
	<u>\$ 1,986,996</u>

16. Contingency and guarantee:

(a) Contingency:

In the normal course of operations, the Organization signs agreements whereby funds provided to the Organization, for the execution of projects, are subject to restrictions as to the use of the funds. The sponsors of these projects can execute an audit of the financial records of the Organization to ensure compliance with the project requirements. In the event that amounts to be reimbursed to the sponsor are identified, the necessary adjustments will be recognized in the year they are identified.

(b) Guarantee:

In the normal course of business, the Organization has entered into a lease agreement for premises. It is common in such commercial lease transactions for the Organization as the lessee to agree to indemnify the lessor and other related third parties for liabilities that may arise from the use of the leased assets. The maximum amount potentially payable under the foregoing indemnities cannot be reasonably estimated. The Organization has liability insurance that relates to the indemnifications described above.

Schedule 1 – Statement of Operations and Changes in Net Assets by Region

Year ended March 31, 2018

Statement of Operations by Region	Ottawa	Prescott-Russell	Lanark County	Renfrew County	Total
Revenue:					
Fundraising	\$ 12 604 074	\$ 356 469	\$ 278 384	\$ 319 696	\$ 13 558 623
Designated fundraising	10 234 148	7 409	7 280	18 781	10 267 618
Total donations (note 10)	22 838 222	363 878	285 664	338 477	23 826 241
Less: provision for uncollectible pledges	(570 223)	(4 613)	(7 039)	(11 732)	(593 607)
Under provisioned pledges from prior years	(114 302)	69	(16 793)	2 117	(128 909)
Net fundraising	22 153 697	359 334	261 832	328 862	23 103 725
Grants	1 485 024	6 000	79 639	-	1 570 663
Investment income (note 5(b))	157 100	-	-	-	157 100
Other	585 312	10 157	9 058	455	604 982
Total revenue	24 381 133	375 491	350 529	329 317	25 436 470
Expenses:					
Fundraising	5 124 056	77 680	131 277	94 634	5 427 647
Recovery of fundraising expenses from designated charities	(1 094 082)	(9)	(237)	(2 351)	(1 096 679)
Total fundraising	4 029 974	77 671	131 040	92 283	4 330 968
Priority goals:					
Partner programs and services	6 443 664	96 992	76 978	169 873	6 787 507
Community impact initiatives	4 501 617	77 058	155 292	94 634	4 828 601
Total priority goals	10 945 281	174 050	232 270	264 507	11 616 108
Donor directed designations	10 223 464	9 909	9 647	31 238	10 274 258
Total expenses	25 198 719	261 630	372 957	388 028	26 221 334
Surplus/deficiency of revenue over expenses before undernoted item	\$ (817 587)	\$ 113 861	\$ (22 428)	\$ (58 711)	\$ (784 864)
Change in unrealized loss on investments (note 5(c))	(20 192)	-	-	-	(20 192)
Surplus (deficiency) of revenue over expenses	\$ (837 778)	\$ 113 861	\$ (22 428)	\$ (58 711)	\$ (805 056)
Changes in Net Assets by Region					
	Ottawa	Prescott-Russell	Lanark County	Renfrew County	Total
Balance, beginning of year	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer on Amalgamation (note 1 & 9(e))	12 362 845	150 603	214 016	433 844	13 161 308
Surplus/deficiency of revenue over expenses	(837 778)	113 861	(22 428)	(58 711)	(805 056)
Contributions & investment income	11 920	-	-	-	11 920
Balance, end of year	\$ 11 536 987	\$ 264 464	\$ 191 588	\$ 375 133	\$ 12 368 172