

Kenora & Lake of the Woods Regional Community Foundation
Financial Statements
December 31, 2023

Kenora & Lake of the Woods Regional Community Foundation

Contents

For the year ended December 31, 2023

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To the Board of Directors of Kenora & Lake of the Woods Regional Community Foundation:

Qualified Opinion

We have audited the financial statements of Kenora & Lake of the Woods Regional Community Foundation (the "Foundation"), which comprise the statement of financial position as at December 31, 2023, and the statements of operations and changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at December 31, 2023, 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.

Basis for Qualified Opinion

As is the case with most organizations of this nature, we were unable to independently verify revenue from donations and fundraising activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts in the records of the Foundation and we were not able to determine whether any adjustments might be necessary to revenues, excess of revenues over expenses, changes in net assets, and cash flows from operations for the years ended December 31, 2023 and 2022. Our audit opinion on the financial statements for the year ended December 31, 2022 was qualified accordingly because of the possible effects of the 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 Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Foundation 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.

Emphasis of Matter - Supplementary Information

The supplementary information contained in schedules 1, 2 and 3 are presented for the purpose of additional analysis and are not part of the basic audited financial statements. The information in the schedules was derived from the accounting records tested in forming an opinion on the financial statements as a whole.

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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Foundation'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 Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Auditor's 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 auditor's 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.
- 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 the Foundation'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 the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's 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 auditor's report. However, future events or conditions may cause the Foundation 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.

We 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.

Kenora, Ontario

June 25, 2024

MNP LLP

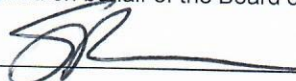
Chartered Professional Accountants

Licensed Public Accountants

Kenora & Lake of the Woods Regional Community Foundation
Statement of Financial Position
As at December 31, 2023

	2023	2022
Assets		
Cash in bank (Note 1)	\$ 176,023	\$ 115,301
Accounts receivable (Note 2)	18,384	8,018
Prepays	<u>5,244</u>	<u>-</u>
Total Current Assets	<u>199,651</u>	<u>123,319</u>
Investments (Note 3)	<u>8,945,016</u>	<u>7,550,443</u>
Total Assets	<u><u>\$ 9,144,667</u></u>	<u><u>\$ 7,673,762</u></u>
Liabilities and Net Assets		
Liabilities		
Accounts payable (Note 4)	\$ 35,938	\$ 14,524
Long-term debt (Note 5)	-	40,000
Total Liabilities	<u>35,938</u>	<u>54,524</u>
Net Assets		
General Operating Funds	438,349	351,576
Donor Funds		
Community Funds (Schedule 1)	200,512	146,700
Endowment Funds (Schedule 2)	<u>8,469,868</u>	<u>7,120,962</u>
Total Net Assets	<u>9,108,729</u>	<u>7,619,238</u>
Total Liabilities and Net Assets	<u><u>\$9,144,667</u></u>	<u><u>\$7,673,762</u></u>

Approved on behalf of the Board of Directors:



 Claudine Cordeiro

The accompanying notes are an integral part of these financial statements.

Kenora & Lake of the Woods Regional Community Foundation
Statement of Operations and Changes in Net Assets
For the year ended December 31, 2023

REVENUE	General Operating Funds		Community Funds (Flow-Through)		Endowment Funds		Total
	2023	2022	2023 (Schedule 1)	2022	2023 (Schedule 2)	2022	
Donations - Operating & Flow-through	3,182	6,416	140,419	158,434	-	-	164,850
Municipal contributions	5,000	5,000	-	-	-	-	5,000
Fundraising	104,902	130,899	-	-	-	-	130,899
Community Services Recovery Administration	40,000	-	-	-	-	-	-
Realized investment income	14,105	16,292	-	-	349,556	359,591	375,863
Unrealized investment income	36,202	(63,109)	-	-	838,807	(1,392,867)	(1,455,976)
Total revenue	200,391	95,498	140,419	158,434	1,188,363	(1,033,276)	(779,344)
EXPENSES							
Custodial fees	-	-	-	-	45,044	44,312	44,312
Administrative and other (Schedule 3)	187,877	266,946	-	-	-	-	187,877
Fundraising	48,925	38,612	-	-	-	-	266,946
Total expenses	236,802	305,558	-	-	45,044	44,312	38,612
Excess (deficiency) of revenue over expenses for the year before distributions	(36,411)	(210,061)	140,419	158,434	1,143,319	(1,077,588)	(1,129,214)
DISTRIBUTIONS							
Grant distributions (Schedule 1)	7,900	11,071	(337,378)	(483,151)	-	-	(329,478)
Excess (deficiency) of revenue over expenses for the year	(28,511)	(198,990)	(196,959)	(324,717)	1,143,319	(1,077,588)	(1,601,295)
Fund balances, beginning of year	351,576	446,011	146,700	476,122	7,120,962	7,761,305	8,663,438
ENDOWMENT GIFTS							
TRANSFERS							
Administration Fee Transfer (Note 8)	115,284	104,554	(3,613)	(4,705)	(111,671)	(99,849)	-
Annual Distributable Earnings (Note 8)	-	-	225,000	-	(225,000)	-	-
Reclassification	-	-	29,384	-	(29,384)	-	-
Fund balances, end of year	\$ 438,349	\$ 351,575	\$ 200,512	\$ 146,700	\$ 8,469,868	\$ 7,120,962	\$ 7,619,237

The accompanying notes are an integral part of these financial statements.

Kenora & Lake of the Woods Regional Community Foundation
Statement of Cash Flows
For the year ended December 31, 2023

	2023	2022
CASH PROVIDED BY (USED IN) OPERATING AND ENDOWMENT FUND ACTIVITIES		
Excess of revenue over expenses for the year	\$ <u>917,849</u>	\$ <u>(1,601,294)</u>
CHANGES IN NON CASH WORKING CAPITAL ITEMS		
(Increase) Decrease in accounts receivable	\$ (10,366)	\$ (2,662)
Increase (Decrease) in accounts payable	\$ 21,414	\$ 3,857
(Increase) Decrease in prepaids	\$ (5,244)	\$ -
	<u>\$ 5,804</u>	<u>\$ 1,195</u>
ENDOWMENT TRANSACTIONS		
New Gifts	\$ <u>571,642</u>	\$ <u>537,094</u>
CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES		
Repayment of Long-term debt	\$ (40,000)	\$ -
CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		
(Increase) decrease in investments	\$ (1,394,573)	\$ 1,000,328
NET (DECREASE) IN CASH	\$ 60,722	\$ (62,677)
CASH, beginning of year	<u>\$ 115,301</u>	<u>\$ 177,978</u>
CASH, end of year	<u><u>\$ 176,023</u></u>	<u><u>\$ 115,301</u></u>

The accompanying notes are an integral part of these financial statements.

Purpose of the Foundation

The Kenora & Lake of the Woods Regional Community Foundation (the "Foundation") was incorporated September 4, 2003 under the Canada Corporations Act as a not-for-profit organization, to help improve community living and enhance the quality of life in the City of Kenora and surrounding Lake of the Woods region for both citizens and visitors through building permanent endowment funds and community grant making. The geographical boundaries include the communities of Kenora, Sioux Narrows, Nestor Falls, Minaki, Redditt and neighboring unincorporated and First Nations areas.

The Foundation is registered as a charitable organization under the Income Tax Act (the "Act") and as such is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity under the Act, the Foundation must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

Significant Accounting Policies

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

Cash and Cash Equivalents

Cash and cash equivalents comprise of cash on hand and temporary investments with a maturity date of three months or less.

Fund Accounting

In order to ensure observance of the limitations and restrictions placed on the use of resources available to the Foundation, the accounts of the Foundation are maintained in accordance with the principles of fund accounting. Accordingly, resources are classified for accounting and reporting purposes into funds. These funds are held in accordance with the objectives specified by the donors or in accordance with directives issued by the Board of Directors. For financial reporting purposes, the accounts have been classified into the following funds:

General Funds

The general funds account for the Foundation's administrative and operational activities. Net expenditures of the fund are financed primarily by municipal and donor contributions, various fundraising activities, administration fees transferred from the endowment funds and distributable allocations from the Operation Leadership Funds.

Community Funds

The community funds report amounts, including donations and allocations from endowment funds, that are available to be used for community grant and program purposes.

The Foundation holds within its assets, amounts which other charitable organizations have requested be distributed to specific charitable organizations upon approval of the donor. To the extent that the conditions/approval of the donor are not met, the funds are to be returned to the donor. To the extent that monies are received in advance of the distribution, the amounts are pooled with the investments of the Foundation.

Endowment Funds

The endowment funds report amounts that are donated to the Foundation on a permanent basis. In addition, they include both realized and unrealized investment income, net of distributions to the general and community funds. The total amount that must be maintained permanently in the endowment funds is \$7,783,192.

Investments

Investments are recognized in the statement of financial position at fair value as established by the closing bid price on a recognized public stock exchange and as determined based on the Foundation's assessment of available market information. Realized and unrealized gains and losses are recorded in the statement of operations and changes in net assets.

Revenue Recognition

The Foundation uses the deferral method of accounting for contributions. Under this method endowment contributions are added directly to the Foundation's net assets. Expenses are recorded on the accrual basis of accounting.

Contributions

Contributions are recognized on the earlier of when they are received and when the gift has been approved.

Donations and bequests

All donations and bequests are recorded as revenue only as received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Pledges

Because of the uncertainty of the collectability of pledges, the Foundation recognizes only those pledges for which contributions have been received at the date of the financial statements.

Investment income

Interest is recorded on an accrual basis.

Contributed services

The work of the Foundation is dependent on the voluntary services of many members and community individuals. In addition, many groups/organizations assist the Foundation by providing in kind donations for marketing, IT security, internet, telephone services, supplies, office premises, etc.

Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements.

Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant. Accounts specifically affected by estimates in these financial statements are the valuation of investments.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Accounts payable and accruals are based on historical charges for unbilled goods and services at year end.

Financial Instruments

The Foundation recognizes its financial instruments when the Foundation becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value and subsequently measured at cost using the effective interest rate method. The Foundation's investment in marketable securities quoted in an active market include bonds, debentures, preferred shares, and common shares which are based on the year end published closing prices. The fair value of mortgages, real estate and infrastructure investments is determined by the respective investment manager.

Purchases and sales are recorded at the trade date and transaction costs are expensed as incurred and recorded in the statement of operations and changes in funds balances. Changes in unrealized gains and losses are recognized in the statement of operations and changes in fund balances.

With respect to financial assets measured at cost or amortized cost. The Foundation recognizes an impairment loss, if any, in net earnings when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss shall be reversed in net earnings in the period the reversal occurs.

Kenora & Lake of the Woods Regional Community Foundation
Notes to Financial Statements
As at December 31, 2023

Note 1- Cash in Bank

	2023		2022
Copperfin Credit Union - Operating Accounts	\$ 49,221	\$	56,346
Restricted Cash			
Copperfin Credit Union - Trust Accounts	<u>126,802</u>		<u>58,955</u>
	<u>\$ 176,023</u>	<u>\$</u>	<u>115,301</u>

Note 2- Accounts Receivable

	2023		2022
HST Receivable	\$ 8,981	\$	5,018
Other	<u>9,403</u>		<u>3,000</u>
	<u>\$ 18,384</u>	<u>\$</u>	<u>8,018</u>

Note 3- Investments, at market value

	2023		2022
Jarislowsky Fraser Managed Assets			
Global Balanced	<u>\$ 8,945,016</u>	<u>\$</u>	<u>7,550,443</u>

The Foundation is exposed to fluctuations in market prices of stocks and bonds, interest rates and exchange rates, and credit risk on bonds. These risks are mitigated by the Foundation's investment policies, which prescribe the asset mix of investments, including the amount of foreign content, and credit ratings of bond issuers. See Note 6.

Note 4 - Accounts Payable

	2023		2022
Trade accounts	\$ 29,872	\$	10,342
Payroll and vacation pay	<u>6,066</u>		<u>4,182</u>
	<u>\$ 35,938</u>	<u>\$</u>	<u>14,524</u>

Note 5 - Long-term Debt

	2023		2022
Canada Emergency Business Account Loan, repaid in 2023	<u>\$ -</u>	<u>\$</u>	<u>40,000</u>

Note 6 - Financial Risk Management

The Foundation actively manages the risks that arise from its use of financial instruments, including liquidity, credit and market risk. The Foundation adheres to an investment policy that outlines the objectives, constraints, and parameters related to its investing activities. This policy prescribes limits around the quality and concentration of investments held by the Foundation. Management regularly reviews the Foundation's investments to ensure all activities adhere to the investment policy.

The long term goal of the Foundation's investment policy is to generate sufficient returns, consistent with prudent and professional portfolio management, to allow steady and reliable granting, cover the costs of the Foundation's operations, and to preserve the endowed capital.

The Foundation's Investment Committee makes recommendations to the Board on all aspects of the investment management and investment policies of the Foundation. The Investment Committee reviews the Foundation's assets and the status of its investments at least quarterly.

a) *Liquidity Risk*

Liquidity risk is the risk that the Foundation will not be able to meet its financial obligations as they fall due. It is managed by investing the majority of the Foundation's assets in investments that are traded in an active market and can be readily liquidated. In addition, the Foundation aims to retain sufficient cash positions to maintain liquidity. The Foundation's investments are considered readily realizable and liquid, therefore the Foundation's liquidity risk is considered minimal.

b) *Credit Risk*

Credit risk is the potential for financial loss should a counterparty in a transaction fail to meet its obligations. The Foundation's investments subject to credit risk include bonds held within the Global Pooled Fund Investment portfolio. The maximum exposure to credit risk on these financial instruments is their carrying value. The investment policy of the Foundation mandates that no more than 50% of the investment portfolio can be comprised of bonds. In addition the purchase of bonds having a credit rating below BBB is prohibited and no more than 20% of the holdings in bonds may be invested in bonds rated BBB.

c) *Market Risk*

Market risk is the potential for financial loss to the Foundation from changes in the values of its financial instruments due to changes in interest rates, currency exchange rates or equity prices. The investments of the Foundation are subject to normal market fluctuations and to the risk inherent in investment in capital markets.

i) *Interest Rate Risk*

Interest rate risk is the risk that changes in interest rates will affect future cash flows or fair values of financial instruments. The Foundation is exposed to interest rate risk through its bonds and fixed rate instruments held within the Global Pooled Investment portfolio.

At 31 December 2023, 33.7% (2022 - 35.5%) of its investments were held in bonds and fixed instruments.

Note 6 - Financial Risk Management (continued)

ii) Currency Risk

Currency risk is the risk that the value of financial instruments denominated in currencies other than the currency of the Foundation will fluctuate due to changes in foreign exchange rates. Currency risk on the US and International portion of the Foundation's investment portfolio is managed by maintaining a geographically diversified portfolio. Investment in non-Canadian securities can not exceed 65% of the total fund, with maximum weight of 50% for US Equity and 40% for international equities.

At 31 December 2023, 35.1% (2022 - 37.6%) of its investments were held in U.S. and foreign equity.

iii) Equity Price Risk

Equity price risk is the risk that the value of financial instruments will fluctuate due to changes in market prices. The Foundation limits concentration of investments by asset class, asset groups and industry sectors and measures its market performance against a benchmark consisting of relative weightings of the S&P/TSX Composite Index, S&P 500 Total Return Index, MSCI-EAFE Index, Scotia Capital Universe Bond Index, and 91 day T Bill Index. At 31 December 2023, 62.2% (2022 - 61.3%) of its investments were held in equities.

Note 7 - Comparative Figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

Note 8 - Annual Distributable Earnings and Administrative Fees

The investment earnings of endowment funds are used to cover charitable grants and service fees.

The annual amount to be disbursed by the Foundation for charitable granting is based on a variety of factors including weighted rates of return on investments, inflation protected targets for endowment capital, amount disbursed in grants in prior years and CRA disbursement requirements. Overall in the long term, investment earnings are expected to exceed disbursements. The actual amount disbursed in any particular year will necessarily be an amount that is less than or greater than the actual investment earnings for that year. However, the objective over the long term is to ensure that the capital of the endowment funds are held long term.

The Foundation's policy on service fees provides that service fees on funds are charged quarterly on the average daily balance of the funds on a sliding fee scale or by agreement at a specified rate.

Kenora & Lake of the Woods Regional Community Foundation
Schedule 1 - Community Funds
For the year ended December 31, 2023

	2023 <i>(Unaudited)</i>	2022 <i>(Unaudited)</i>
<i>Balance, beginning of year</i>	\$ 146,700	\$ 476,122
Current contributions:		
Compassionate Kenora	-	12,048
Flow Through contributions	37,669	46,386
Reclassification from Endowment Fund	29,384	-
The Winnipeg Foundation - Moffatt	102,750	100,000
	<u>169,803</u>	<u>158,434</u>
Annual Distributable Earnings (Endowment) (Note 8)	225,000	
KLWCF Admin Fees	(3,613)	(4,705)
	<u>221,387</u>	<u>(4,705)</u>
Total Contributions	<u>537,890</u>	<u>629,851</u>
Distributions:		
Agency Endowed Funds	\$ 61,600	\$ 77,220
Animal Welfare	-	31,000
Arts & Culture Projects	29,867	29,077
Charitable Agency Projects	46,404	36,110
Children Sports and School Programs	22,364	2,500
Community Projects	31,500	103,390
Educational Bursaries	6,500	5,250
Environmental Projects	8,000	8,000
Health & Wellness Projects	10,000	18,869
Kenora Community Food Programs	86,688	55,585
Leadership for Operating	7,900	11,071
School Meals Programs	11,280	11,280
Sioux Narrows/Nestor Falls Community Projects	2,500	-
Social Services Programs	12,775	92,757
	<u>337,378</u>	<u>482,109</u>
Fees - Bank Charges	-	1,042
Total Distributions	<u>337,378</u>	<u>483,151</u>
<i>Balance, end of year</i>	<u>\$ 200,512</u>	<u>\$ 146,700</u>

Kenora & Lake of the Woods Regional Community Foundation
Schedule 2 - Endowment Funds
For the year ended December 31, 2023 - (Unaudited)

	Agencies	Animal Welfare	Arts & Culture	Community Fund	Environment	Health & Wellness	Operating Endowment	Social Services	Total
Balance, beginning of year	2,012,927	110,989	397,708	2,424,823	139,380	218,862	264,617	1,551,656	7,120,962
Reclassifications between funds	-	-	-	(995)	-	-	995	-	-
Reclassification to Community Funds	-	-	-	-	-	-	-	(29,384)	(29,384)
Contributions	327,001	1,600	103,342	47,697	-	4,512	5,800	81,690	571,642
Sub-Total	2,339,928	112,589	501,050	2,471,525	139,380	223,374	271,412	1,603,962	7,663,220
Investment income, net	340,967	17,980	68,966	393,619	22,968	37,684	42,298	263,881	1,188,363
Investment administration fees	(26,612)	(1,689)	(7,063)	(39,578)	(2,818)	(3,950)	(5,622)	(24,339)	(111,671)
Custodial fees	(12,849)	(681)	(2,593)	(14,959)	(878)	(1,432)	(1,618)	(10,034)	(45,044)
Distribution funds	(61,600)	(3,700)	(12,660)	(76,290)	(4,600)	(7,250)	(7,900)	(51,000)	(225,000)
Balance, end of year	2,579,834	124,499	547,700	2,734,317	154,052	248,426	298,570	1,782,470	8,469,868

Kenora and Lake of the Woods Regional Community Foundation
Schedule 2 - Endowment Funds
As at December 31, 2022 - (Unaudited)

	Agencies	Animal Welfare	Arts & Culture	Community Fund	Environment	Health & Wellness	Operating Endowment	Social Services	Total
Balance, beginning of year	2,358,097	124,631	466,756	2,567,616	160,614	233,984	270,090	1,579,517	7,761,305
Reclassifications between funds	(192,034)	-	-	1,098	-	15,207	-	175,729	-
Contributions	157,069	9,041	1,790	247,503	5,000	9,256	36,740	70,695	537,094
Sub-Total	2,323,132	133,672	468,546	2,816,217	165,614	258,447	306,830	1,825,941	8,298,399
Investment income, net	(274,711)	(20,249)	(62,232)	(341,041)	(22,746)	(34,648)	(35,686)	(241,963)	(1,033,276)
Investment administration fees	(23,493)	(1,705)	(6,110)	(35,244)	(2,561)	(3,527)	(5,023)	(22,166)	(99,849)
Custodial fees	(12,001)	(729)	(2,496)	(15,109)	(907)	(1,410)	(1,504)	(10,156)	(44,312)
Balance, end of year	2,012,927	110,989	397,708	2,424,823	139,380	218,862	264,617	1,551,656	7,120,962

Kenora & Lake of the Woods Regional Community Foundation
Schedule 3 - Administrative and Other Expenses
For the year ended December 31, 2023

	2023 (Unaudited)	2022 (Unaudited)
Salaries and staff expenses		
Salaries	\$ 103,970	\$ 197,712
Employer source deductions	\$ 7,829	\$ 15,209
Employee benefit package	\$ 1,516	\$ 5,083
Staff training & development	\$ 600	\$ 1,496
Automotive and travel	\$ -	\$ 2,501
Staff recruitment	\$ 2,661	\$ 5,286
Donor engagement and marketing		
Advertising	\$ 618	\$ 833
Marketing & PR materials	\$ 23,417	\$ 2,792
Volunteer appreciation	\$ 199	\$ 807
Office		
Bank & credit card charges	\$ 3,352	\$ 2,953
Office supplies	\$ 2,649	\$ 2,607
Office equipment	\$ 1,881	\$ 579
Postage & shipping	\$ 885	\$ 1,261
Telephone	\$ 949	\$ 911
Software - Community Suite and Carbonite	\$ 12,123	\$ 5,065
Website & other IT expenses	\$ 3,007	\$ 3,944
Website - New	\$ 4,677	\$ -
Other		
Audit, legal fees and payroll fees	\$ 10,861	\$ 10,408
Board training, conferences, travel & meals	\$ 379	\$ -
Insurance	\$ 3,440	\$ 3,227
Membership dues/memberships	\$ 2,823	\$ 3,247
Misc expenses	\$ 41	\$ 26
Vital signs research contract	\$ -	\$ 1,000
	\$ 187,877	\$ 266,946