

in this together.

2017 / 2018 TORONTO & YORK REGION
ANNUAL REPORT



WORKING WITH COMMUNITIES IN
**PEEL, TORONTO
& YORK REGION**

\$105M RAISED 241K PEOPLE ENGAGED

Thank you for giving all that you have in support of our 2017 #UprisingofCare. Your generous gifts. Your precious time. Your heart on the front lines.

Together, we are building a region where poverty has no power.



in this together.

You are in.

Thank you for joining us this year to fight local poverty.

Thanks to you and a record campaign achievement of \$105 million—still the largest United Way in the world—we invested more in the places, populations and priorities most impacted by poverty.

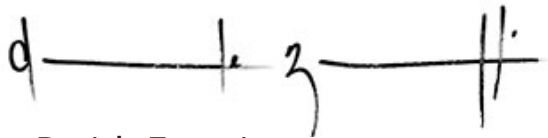
Thanks to you, this uprising of care—250,000 people strong—we innovated, ensuring a vibrant social-service sector, where neighbourhoods thrive and young people succeed.

And, as of April 1st, 2018, we are a newly integrated United Way Greater Toronto, working with communities in Peel, Toronto and York Region.

Because social issues know no boundaries.

This is your annual report. In it. With community. Meeting urgent human needs and improving social conditions.

Thank you.

A handwritten signature in black ink, appearing to read 'daniele zanotti', with a stylized flourish at the end.

Daniele Zanotti
President & CEO,
United Way Greater Toronto

informing



Michelynn Lafèche
Vice-President,
Strategy, Research & Policy,
United Way Greater Toronto

The Opportunity Equation

Your support made important research possible.

The Opportunity Equation showed just how much the Toronto region is changing. We used to be a collection of middle-income neighbourhoods. Now, we're a collection of high- and low-income neighbourhoods separated by wealth.

The Toronto region really is the income-inequality capital of Canada. It used to be that "hard work plus access to opportunities would lead to success." That equation is broken.

Our research really does drive systemic change. Change in creating job opportunities, economic development, affordable housing, and ensuring that background and circumstances don't hold people back.

Our research is a great example of how the whole region can work together to fight local poverty in all its forms.

In April, as mandated by the Province of Ontario, the Regional Municipality of York—in partnership with United Way, under requirements of the federal government's Homelessness Partnering Strategy—led **I COUNT**, the enumeration of persons experiencing homelessness (including hidden). Thanks to your support, 226 individuals with lived experience agreed to be surveyed—giving true meaning to the term "I Count." Results of I Count will be reported in early 2019. Learn more about the results.

1,500+ identifying as Black or of African heritage were able to voice their challenges with life in the GTA, thanks to the **BLACK EXPERIENCE** research that you helped to fund.

In Peel, 230,000+ people face poverty and struggle to afford housing, often using their cars for shelter. Kudos to all the community leaders who joined Daniele Zanotti (with merger pending) for the **LONGEST NIGHT PEEL**, which raised awareness for this issue.

US & THEM, a documentary from Vancouver's Krista Loughton, was aired as two special screenings (with in-depth panel discussions) in Toronto and York Region. This example of meaningful engagement—for 500+ United Way agency representatives, partners and supporters like you—threw a new lens on chronic homelessness here at home.

York Region

had no low-income neighbourhoods in the 1980s. Today, 16% are low-income.

Peel Region

neighbourhoods are now, on the majority, low-income.

Toronto is the income-inequality capital of Canada.

integrating



Anita Stellinga

Regional Executive, GTA Integration,
United Way Greater Toronto,
and former
President & CEO
of United Way Peel Region

Merger

At United Way, we're concerned about the impact of poverty on our residents and communities across the region. Poverty does not recognize boundaries. The issues in Peel, Toronto and York Region are interconnected.

For that reason, both the Boards of United Way of Peel Region and United Way Toronto & York Region agreed, unanimously, to merge as of April 1st, 2018, to become United Way Greater Toronto. So that we can strengthen our scale, our strategies and our supports across the region to fight poverty in all of its forms.

As examples of our work, we have continued our investments, locally, to our agencies in Peel Region. We've continued working with our Community Advisory Councils, on the ground, for the South Asian, Chinese and Black communities. And we have continued to provide leadership to Peel's Poverty Reduction Strategy—a community-wide, region-wide approach to bring together government, community agencies and people with lived experience to address issues of poverty facing our region.

Your support helps fuel collaborations, supporting and providing resources across the region, helping us gain insights and lessons learned from our work in fighting poverty.

A regional lens for local impact—to strengthen the lives of our community residents and our communities.

5M+

people—across 13 cities and towns—are cared for by the new United Way Greater Toronto. That includes you!

Thanks to you, United Way was able to convene the **ONTARIO FOR ALL** initiative: key conversations with all four parties (leading up to the June provincial election) about ending poverty through five priorities.

For 2018, a **LEADERSHIP CHALLENGE GRANT** from generous United Way supporter Stephen Smith will match all gifts of \$1,200 or more—amplifying your investments here at home.

Last year, our CN Tower Climb was reinvented as **UP 2017**, and you—individuals, companies and agencies from across the region—rose to the challenge. 8,000+ of you participated and \$1.7M+ was raised. Thanks for standing so tall against local poverty!

The power of **INDIVIDUAL SUPPORT:** RBC Capital Markets' Harleen Bains is known for championing women in the workplace, and for co-chairing United Way's Women United, a group that empowers women experiencing poverty. She returned for a third year (of a two-year term!) as co-chair to lead Women United in 2017 and, earlier this year, she closed out her term by hosting an exclusive event for Visionary Women United members (those who give \$10K+). Moreover, since 2012, RBC's representation in Women United has increased 132%.

investing



Noor Din
CEO, Human Endeavour

\$88-million investment

WOMEN UNITED raised \$1.4 million and funded 15 programs to help women in Toronto and York Region who are facing poverty.

The need for Syrian **REFUGEE SUPPORT** continued. And you were there—adding to the \$4M+ that you already invested through United Way. Here's why our region must continue to step up.

Those who give \$100K per year to United Way often want to get closer to the issues facing our region, for even better understanding and impact. We're recognizing their amazing support—and supporting their cause—through the new **CAPITAL CLUB**.

In collaboration with agencies and community, United Way has strengthened its funding model, investing in people and places that are most affected by poverty. A record \$88-million investment in anchor and partner agencies across the region and also new agencies that are helping to fill the gaps on emerging issues.

It is the first time in a decade that United Way is funding new agencies, and Human Endeavour is one of them. Sixty-five percent of the investment will target underserved inner suburbs of Toronto and York Region, where poverty is deepening. Thirty-five percent will continue to fund downtown Toronto agencies that are providing critical services.

So, at Human Endeavour, we have a program called HOPE— Healthy Outcomes of Preventive Engagements. It supports over 700 seniors across York Region at eight locations through weekly wellness programs and activities. It reduces their isolation, improves their sense of belonging and keeps them healthy.

So, together, we are strengthening the sector with closer relationships between agencies and an Anchor Agency forum that encourages the sharing of new ideas and best practices.

We are ensuring, wherever you are, you have access to services close to home.

65%

of the \$88-million investment targets underserved areas in Toronto's inner-suburbs and in York Region, where poverty is deepening.

35%

of the \$88-million investment continues to fuel downtown agencies that provide critical supports.

62

anchor and partner agencies are funded across Toronto and York Region.

29

new agencies (offering 46 new programs) are funded, helping to fill gaps on emerging issues.

81%

of youth who enrolled in Career Navigator™ (an education-to-employment pipeline) successfully completed post-secondary training and achieved industry-recognized accreditation since 2015.

1,938

youth enrolled in netWORKS (a networking and mentoring initiative), while 14 employers hosted 45 networking sessions and provided various supports to youth since 2015.

\$2,372,177

has been allocated through Youth Success Program Grants to-date. These grants fund agencies with proven or promising employment programs designed for youth.

innovating



Rosemarie Powell

Executive Director,
Toronto Community Benefits Network

Your support helped us lead partners from all sectors in exploring ways to build inclusive economic opportunities in low-income neighbourhoods—as part of the Strengthening Community Assets and Local Economies **(SCALE) LAB**.

Furthering Our Community by Uniting Services **(FOCUS)** is an equal partnership between the City of Toronto, Toronto Police and United Way, in collaboration with 90 community agencies. Through four situation tables across Toronto, non-criminal crises—from homelessness to gang-related violence—are assessed to help people and families connect with nearby wrap-around supports. Already in 2018 (as of June 1), thanks to you, 290 situations have been handled—with 85% of them successfully connected with agency help. Here's one way that, through FOCUS, you're helping people in our community.

Community Benefits

Community Benefits Agreements are moving the needle for systemic change, which means thinking differently and working differently with our partners and communities across the region.

And Community Benefits Agreements are a great model. It means bringing together partners from labour, private and public sectors to incorporate jobs and opportunities into major infrastructure projects—projects which can truly create an inclusive economy.

This is critical for people from disadvantaged groups—like young people, who can now be connected to coveted, hard-to-find jobs in their local communities with United Way's support, such as through the Career Navigator program.

Based on the success of the Eglinton Crosstown project and the commitment by the provincial government to community benefits, we're now seeing more Community Benefits Agreements in the works.

For example, the Peel Region Hurontario LRT. And now, in Rexdale, the Woodbine Casino—a commitment to 40 percent local hiring and 10 percent contracts to local, social and diverse businesses.

And, now, for the first time, we are seeing a community benefits framework being developed for infrastructure in York Region.

130+

employment opportunities have been leveraged from the first year of the Eglinton Crosstown project. Just one way that you're helping to create local jobs.

influencing



Michelle Bilek
Peel Alliance to End Homelessness

National Housing Strategy

Across Peel, Toronto and York Region, almost half of all renters are spending more than 30 percent of their income on housing. A combination of high housing prices, surging rental costs and record-low vacancies has created a crisis for those who are looking for housing.

The numbers tell the story: rent supplements are essential in the fight against homelessness.

That's why United Way, with the Canadian Alliance to End Homelessness, have led the way in assembling partners across all sectors and consulting groups across the country to create the National Housing Collaborative.

By looking to people with lived experience to help shape public policy, we were able to effectively drive the federal government towards its first-ever National Housing Strategy.

The government is now delivering a comprehensive, multi-year National Housing Strategy. It will improve affordable housing, expand stock and introduce a new housing benefit.

The strategy responds to the Collaborative's recommendations, including a National Housing Benefit. A Portable Housing Benefit will provide immediate and direct support to residents for their housing costs.

It's a wonderful example of how local solutions can gain national momentum.

\$40 B

was pledged by the Federal Government over 11 years to deliver on affordable housing—thanks, in part, to United Way efforts and your ongoing support.

34

individuals in York Region who are experiencing chronic and episodic homelessness have been helped by Housing to Health—supported by United Way agencies and partners—since October 2016. Of the 34, 4 individuals have successfully exited the program.

Hosting a GenNext fundraising event that featured a panel discussion on the "Importance of Philanthropy." Sponsoring a Leadership donor–appreciation event on behalf of United Way. And supporting their own President & CEO, Dean Connor, in taking on the role of 2017 United Way Campaign Chair. Last year, Sun Life Financial was a shining example of extraordinary **WORKPLACE PARTNERSHIP** with United Way. For more examples, see our 2017 Spirit Award nominees and winners: unitedwaytyr.org/spirit-awards.

Inspired by our **PEPSO** research (which you made possible), BILL 148 modernized Ontario work standards, helping to protect workers who are vulnerable and employers who are looking to maintain workforce security.

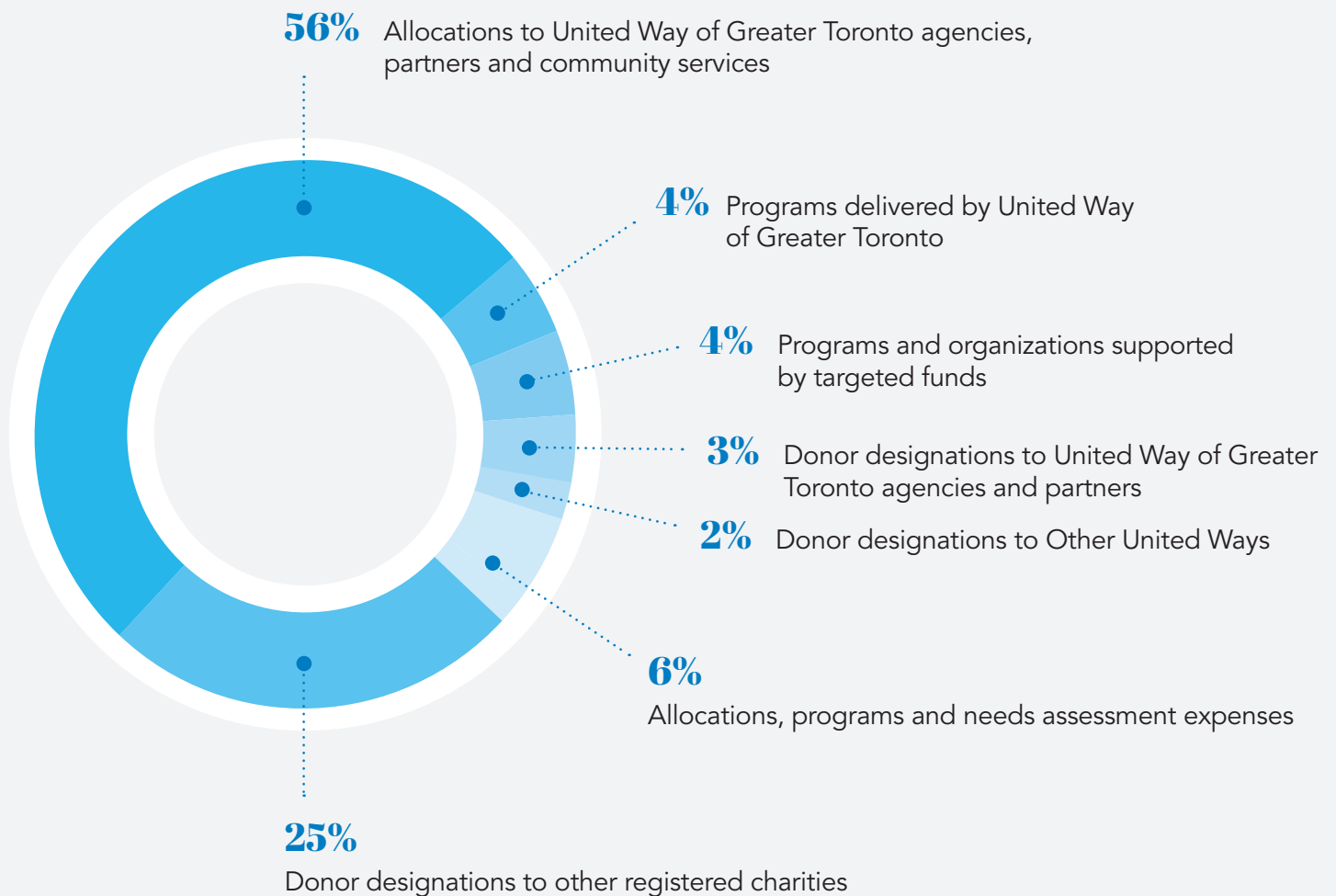
Through the **SOCIAL PURCHASING PROJECT**, an initiative driven by United Way and government, you're helping to promote buying from employment social enterprises—protecting the jobs of those who make and deliver them. Read this article on the community-building power of social enterprise.

STEWARDSHIP

OUR COMMITMENT TO YOU

We work to ensure that your generous gift serves the highest purpose: creating belonging for everyone in our region, today and into the future.

In 2017-2018, our total disbursements to the community were as follows:



MANAGEMENT DISCUSSION AND ANALYSIS

The past year has seen United Way invest in sustaining our operational excellence as a crucial foundation for four major thrusts in our work: **1)** our growth as a regional entity as a strategy to address the spread of social need across geographic boundaries, **2)** an associated shift in our community investment strategy to confront deepening poverty and inequality, **3)** a commitment to becoming an active partner in the Reconciliation journey with Indigenous Peoples as a response to the challenge of the Truth and Reconciliation Commission, as well as **4)** a significant pivots in our individual and corporate engagement strategies to get ahead of shifting donor trends.

SUSTAINING ORGANIZATION EXCELLENCE IN AN EXPANDED GEOGRAPHY

Confronting emerging challenges and capitalizing on the many opportunities ahead of us starts with a strong organization. Maintaining our reputation as a top-notch organization that delivers real value for the community and is a great place to work remained a topmost priority for United Way.

The merger between Toronto and York Region's United Ways offered us a first step in establishing a regional platform to combat poverty. Ensuring we invested the time in integration of staff teams, coordination of efforts to sustain and grow our engagement with communities, as well as, learning how to maintain local relevance in an expanded geographic footprint was a daily commitment,

starting with our executive team. Capitalizing on this learning, with the addition of Peel Region into this United Way partnership later in the year, has remained front and centre for our work.

A good test of how we are doing on our commitment to operational excellence was United Way Greater Toronto's re-accreditation—for another five years—under Imagine Canada's national Standards Program. We are proud to once again be recognized for our operational excellence in five areas: board governance, financial accountability and transparency, fundraising, staff management, and volunteer involvement.

RE-SETTING OUR APPROACH TO COMMUNITY IMPACT

In Fall 2017, The Opportunity Equation—groundbreaking research from United Way Toronto & York Region and its partners—confirmed that issues we face in Toronto and York Region are the same as those faced by neighbouring regions. The report confirmed the reality that we hear from our partners on the ground: poverty is deepening in some neighbourhoods—especially Toronto's inner suburbs—while spreading to more parts of our region. From this, it was imperative that we become even more responsive—and effective—in fighting local poverty.

Our response was to announce our biggest-ever investment in community, tapping new

partnerships that target people and places hardest hit by growing income inequality. United Way re-balanced our investments so that two thirds of our investments are directed to target areas in Toronto's inner suburbs and York region where deepening poverty is met with a lack of social infrastructure.

A major pivot in how we support our community agency partners was a keystone of the new strategy. As outlined in our Strategic Plan four years ago, we set out to introduce a new approach to support initiatives in the community. This included a segmentation of our Community Services Strategy, to invite a new cohort of Anchor Agencies into a deeper relationship with United Way in terms of local impact, research and policy, as well as ramped up engagement of our supporters. We also launched a new program funding stream in 2018 with a greater line of sight to achieving impact in specific focus areas. The strategy opened the door to new programs in 2018 targeting populations facing greatest needs that received funding for the first time. This included 29 new agencies and 46 new programs.

As mentioned above, another step to fighting the spread of poverty across our region was to bring our efforts together across Peel, Toronto and York Region. Effective April 1, 2018, United Way Toronto & York Region and United Way Peel Region officially merged to become United Way Greater Toronto. By consolidating resources and focusing efforts, we are now working together with communities in Peel, Toronto and York Region, all toward a common goal.

COMMITTING UNITED WAY TO RECONCILIATION WITH INDIGENOUS PEOPLES

A testament to our diversity and inclusion work, and just one example of our dedication to helping local populations, has been our movement's response to recommendations from the Truth and Reconciliation Commission of Canada. This journey of Indigenous Collaboration has become a central theme for our work to strengthen our capacity, partnerships and investment strategy. At United Way Greater Toronto, we have hired dedicated staff capacity to embed our commitment to Reconciliation in all that we do. We have held Indigenous "cultural competency training" sessions, reached out to new Indigenous partners, built new relationships, and made this journey a priority in our Business Plan.

BEYOND GIVING: ENGAGEMENT AND THE UPRISING OF CARE

The convergence of two major trends in giving and social impact spurred major new investments in our engagement strategy with United Way supporters.

First, we are part of a growing realization that the rapid pace and complexity of social and economic change require attention and responses that cross sectors and go beyond traditional roles between public, private and non-profit sectors. In the face of fundamental labour market changes, an ageing and increasingly diverse society, the growth of an opportunity gap, and the shared insight that these changes are inter-connected we recognize that impact in any one area has repercussions for everyone else.

This means that every sector must collaborate in analysis, sense-making and dynamic solutions that borrow from the best insights and practices across sectors.

Second, digital platforms are the new reality of engagement and mobilization of communities who share interests and causes. Any organization that is committed to enabling citizens to be engaged in conversations and action about the causes they care about in their community must play in the digital space.

Joining up a need to think across sectors as well as the reality that more and more people engage with each other digitally has led us to invest in a major new venture. Partnering with United Way Worldwide and Salesforce, we have created a new, content-rich giving and engagement tool, Salesforce Philanthropy Cloud, aimed at leveraging new technology to strengthen our direct line of communication to supporters. Starting roll-out in 2018, this new platform will link citizens more closely to our work in fighting local poverty in all its forms.

In partnership with other United Ways across North America, this new tool holds big potential in strengthening citizen and workplace partnerships at the global, national, regional, and local levels.

Alongside this new venture, United Way has also invested in new ways to become more relevant to a variety of people in our community looking to roll up their sleeves for local impact. In April 2018, United Way Greater Toronto launched locallove.ca, an online magazine that links digital-savvy readers with easy ways to give back to the community. The site has seen overwhelming success, including support and contributions from notable Canadian journalists and influencers.

And further consolidating efforts in the region and across the country, United Way Greater Toronto's Community Impact & Strategy and Marketing departments have been working to present the value of United Way and agencies in new and compelling ways—to increase brand relevancy on a large scale. In close collaboration with United Way Centraide Canada, we have helped to unify and are now leading United Ways from across Canada in a new national brand strategy—slated for launch in September 2018.

Offering a new, more engaging way to give and creating a more relevant brand are ways that we can inspire donors to our cause. With every effort, we are striving to make it easier for donors to see our stories and the value of our work in the community—and more likely to join our ever-expanding uprising of care.

FINANCE, AUDIT & RISK COMMITTEE REPORT

GOVERNANCE & FINANCIAL TRANSPARENCY

United Way has a strong, independent Finance, Audit and Risk Committee comprising of seven members. The committee meets annually, independent of management, with KPMG, United Way's auditors.

The financial statements are consistent with Canadian accounting standards for not-for profit organizations and United Way Canada–Centraide Canada's Transparency and Accountability Financial Standards, which were designed to ensure a consistent and high standard of financial reporting by all United Ways. They also meet the requirements of Imagine Canada's Standards Program.

The Committee oversees the audit, budgets, investments, pension & benefits, and risk management on behalf of the Board of Trustees. Specifically, the Committee oversees the assets and financial operations for which the Board acts as Trustee and/or Administrator. The committee also oversees investing activities for The Tomorrow Fund™ (our endowment fund), unrestricted net assets and the assets for our employee pension plan.

In February 2006, United Way was named Trustee for the Province of Ontario's Youth Challenge Fund (YCF). The YCF financial reports and activities are excluded from this report. As of April 1, 2017, a final set of audited financial statements

will be produced for YCF once the remaining funds have been spent. These statements will be reviewed by the Committee for the United Way's Board of Trustees, who oversees the terms and conditions of that Trustee responsibility. The statements are provided to the Province of Ontario.

FINANCIAL HIGHLIGHTS

United Way's ability to invest in our community is strengthened by diversifying the source of funds. Individual, workplace, and corporate donors contribute to this financial health, as well as special events, grants, pro-bono support—from legal services to donated media advertising space. United Way's financial strength and efficiency are due also to extraordinary support from our donors and supporters. Some highlights from the past year: United Way's Community Fund continues to be strong through generous donations and the recognition of United Way as the best place to invest in our communities. We raised \$105 million in our 2017 campaign for our community – our biggest achievement yet.

Thanks to the campaign success, the strengthening of the investment markets last year and prudent fiscal management, we were able to maintain our commitment to our community partners while keeping our operating spending to a minimum.

Our Cost Revenue Ratio continues to be low at 16.9%. We maintain a strong focus on operational efficiency and our diligence is reflected in the cost ratio.

Due to the success of our 2017 Campaign and prudent fiscal management, our Unrestricted Net Assets is healthy at \$16 million. This amount will be distributed to our agencies over the course of the next year.

Our endowment fund, The Tomorrow Fund™, has a net balance of \$80 million – thanks to the generosity and vision of donors who are investing in our region. The monies in The Tomorrow Fund™ are either externally or internally restricted for investment in the community. United Way continues to meet and exceed its CRA distribution quota.

2017-2018 RESULTS AND RECENT TRENDS:

Fiscal Year	2017-2018	2016-2017	2015-2016
Total gifts	\$ 131,982,000	\$ 132,001,000	\$ 131,535,000
Total distributions and community programs	\$ 122,860,000	\$ 120,230,000	\$ 115,793,000
Cost revenue ratio	16.9%	15.0%	17.4%
Investment income/(losses)	\$ 5,601,000	\$ 9,469,000	\$ 49,000

To read our full 2017-18 Audited Financial Statements, visit unitedwaygt.com/annualreport.

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*** Has resigned from the Board*

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RBC

Beth Wilson

Dentons Canada LLP

Note: An asterisk* indicates that the Committee member also serves on the United Way Greater Toronto Region Board of Trustees.



In February, President & CEO Daniele Zanotti (left) and 2017 Campaign Chair Dean Connor celebrate a record \$105-million fundraising achievement for United Way—the largest for any United Way the world over. It’s an outcome that simply wouldn’t have been possible without the dedicated efforts and remarkable leadership of our Campaign Chair.

UNITED WAY'S MISSION
IS TO MEET URGENT HUMAN NEEDS
AND IMPROVE SOCIAL CONDITIONS
BY MOBILIZING THE COMMUNITY'S
VOLUNTEER AND FINANCIAL
RESOURCES IN A COMMON
CAUSE OF CARING.



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