

Building on Communities

2019–2020 United Way Greater Toronto
Annual Report



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

This year's annual report is different.

Because we are knee-deep in our community's greatest crisis in living memory and hungry for societal change. As COVID-19 evolves and lays bare the fault lines of poverty and sharpens the divisions between those who have and have not, the need for a united way has never been greater.

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As I write, the guts of who we are and the value of how we work have never been more certain or necessary. In these unprecedented times, we know our community's resilience—its survival and its future—is dependent on working together. To combat racism and geographic isolation. To increase access to services and decent work opportunities.

Now in the eye of the storm, we are finding strength where we always have: reaching across our region to work with our network of 280 agencies, plus almost 60 new agencies that your support has enabled us to mobilize for the first time. And by joining forces with government and civic leaders across jurisdictions; with corporate, community and labour partners; and with donors and supporters like you.

We are on the ground—coordinated, agile, focused—responding to spiking urgent need and steeling ourselves for the long, difficult road ahead.

Like never before, we are taking care of one another. Through ongoing flexible agency funding and the new emergency Local Love Fund, we are mobilizing compassion and harnessing deep local knowledge, relationships and experience. Together, we are serving the individuals and families most impacted by poverty—close to 90% of funded agencies are supporting equity-seeking and vulnerable groups, including Black and Indigenous populations—bringing food and essentials to the door.

As this crisis has struck at the very nature of our connection to one another, we have found new ways to strengthen our relationships on the ground and bolster our communities. At virtual neighbourhood and regional tables, we are coordinating our response with local government and agencies. And we're working with our federal partners to administer extraordinary funds to support particularly at-risk groups, including seniors and those experiencing homelessness.

We will get through this together. And because of this defining moment, because we have learned so much and now understand the profound fragility and strength of community, we will be courageous and bold. Together, we can—and we will—rebuild the place we live, transforming it into the one we envision, a home where everyone belongs and has what they need, not just to survive, but to thrive.

With community,

A handwritten signature in black ink, appearing to read "Daniele Zanotti".

Daniele Zanotti
President & CEO
United Way Greater Toronto



United Way is here for community today and tomorrow because of a foundation of local love and regional scale that's been years in the making. For highlights of our work over the last year, please explore the site.



Adanna Phillip, Social Supports Manager at CEE Centre for Young Black Professionals, connects with a client online.



The COVID-19 Community Coordination table brings United Way and Region of York members together virtually to identify key challenges and actions.

Flexible funding

When the pandemic hit, United Way was there. We quickly offered front-line agencies flexibility through our \$7.5-million monthly investment in community, so this network was uniquely positioned to pivot and provide crucial services in new ways.

Community coordination

Working with the City of Toronto, The Regional Municipality of York and Peel Region, we've integrated our network of agencies with local urgent response plans. Together, we're identifying priorities like food security, homelessness and seniors; escalating concerns; and sharing resources to meet emerging needs in real time.



Community & Home Assistance to Seniors (CHATS) delivers food and other essentials door to door.

Trusted partner for federal emergency funds

Up to \$850,000 of the New Horizons for Seniors fund; \$2.8 million through Reaching Home, Canada's homelessness prevention strategy, to address homelessness in York Region; \$11 million earmarked for the GTA through the federal Emergency Community Support Fund: United Way was there when the federal government needed a trusted community partner to get short-term emergency funds to the people and places that need them the most.



Chef Gartlet Taylor of the Hospitality Workers' Training Centre works with local agencies to distribute 3,000 meals weekly to homeless and street-involved people.

Local Love Fund

In March, United Way approved a rapid-response emergency fund to get resources out the door and on the ground in record time. At final count, the \$2.1-million fund was supporting almost 200 hyper-local projects to bridge critical gaps in services.

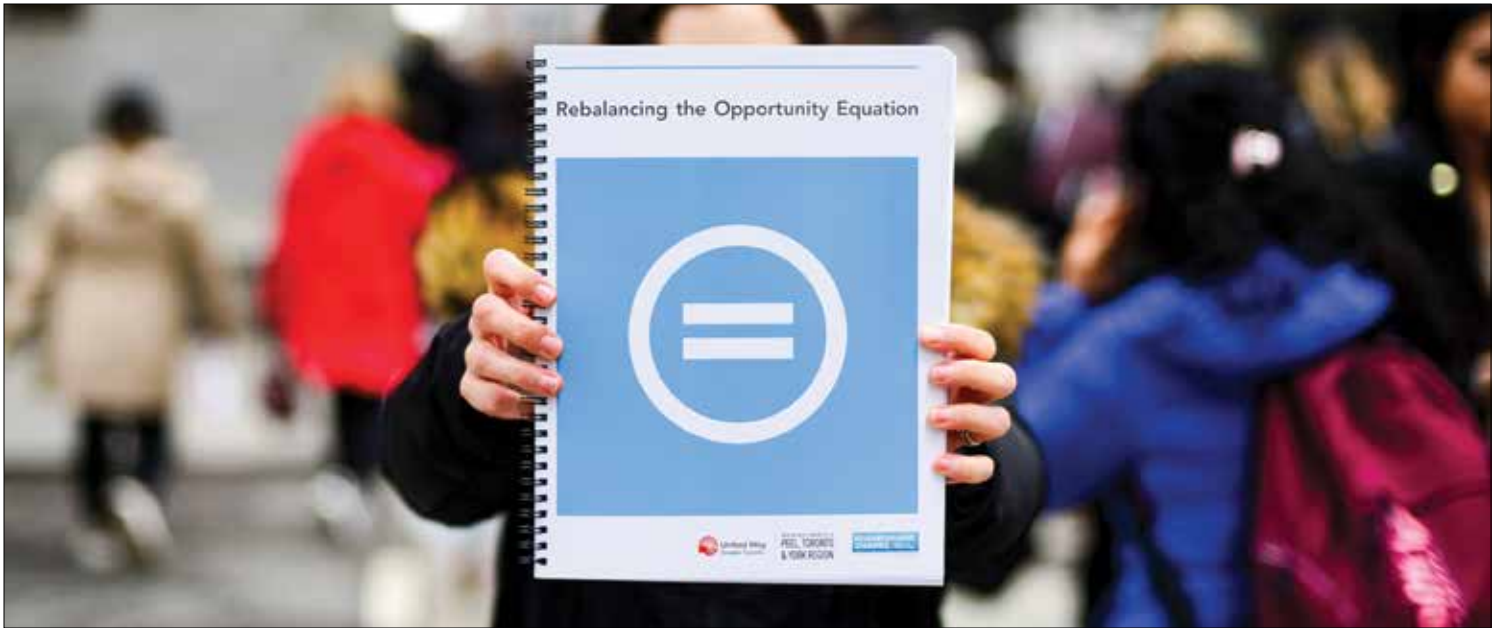


Volunteer Monika Garg has made more than 100 masks for Volunteer MBC to distribute to shelters, food banks and care centres.

Help at hand

United Way-funded Findhelp/211 has become THE number to call as the pandemic has evolved, connecting the most vulnerable in our community to support, while volunteer organizations across Toronto, Peel and York are working in unison to deploy civic heroes where they're needed most.

Building on **Insights**



United Way research unpacks the income gap and what it means for access to opportunity here in the GTA.

Successful strategies and informed solutions start with deep understanding of the issues

Over the past while, United Way’s research has focused on the themes of job precarity and inequity—growing trends that are ravaging our community. Our third installment unpacking the income gap and its negative impact on access to opportunity in the GTA, *Rebalancing the Opportunity Equation*, looked at income trends over the past 35 years, as well as income gaps by age group, immigration status and race. The findings, profiled in respected journals like *Policy Options*, paint a bleak picture for young adults, immigrants and racialized people—the same groups who are at the greatest risk of falling deeper into crisis now. By outlining actions for all sectors to lead in addressing equality and improving access to opportunity, the report offers a practical roadmap forward.

The National Housing Collaborative

This collaborative was not only effective—informing the National Housing Strategy—but also blazed new trails in community consultation and partnership. With National Housing Collaborative: Reflections & Analysis of a Process, we've shared that collaborative model to help kick-start inclusive change on a host of #UNIGNORABLE issues hurting our community.

Homelessness Solutions Lab

Our broad-based efforts to make headway on the intractable issues of affordable housing and homelessness continue, most recently with a new venture: the United Way-Odette Foundation Homelessness Solutions Lab. Bringing together the best and brightest minds in the field—service providers, academics, government partners—we're uncovering and sharing best practices, including enabling Indigenous-led solutions for Indigenous homelessness. And, crucially, we're galvanizing a systemic shift in action that moves us beyond managing homelessness—to ending it.

Help Wanted: Modernizing Employment and Skills Training Services in Ontario

When the provincial government signalled its intent to overhaul the employment, education and social assistance systems, United Way put up its hand. Partnering with the Toronto Region Board of Trade and the Metcalf Foundation on Help Wanted: Modernizing Employment and Skills Training Services in Ontario, we offered guiding principles and initial recommendations that serve as a constructive dialogue and demonstrate our commitment to joining forces with government in aligning skills and training with today's employment opportunities.

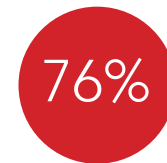
The National Housing Collaborative

12 partners

4 recommendations

1 strong voice

Homelessness knows no bounds



of respondents surveyed on use of emergency shelters experienced homelessness in more than one region in the GTA



Up to 60% of Canadian employees experience skill mismatches

Building on Partnerships



General Mills' Dale Storey (centre) at the launch of the Community Food System Grants, together with other champions of food security in Mississauga (from left): Daniele Zanotti, United Way; MPP Nina Tangri; Nicola Dixon, General Mills Foundation; Mayor Bonnie Crombie; and MPP Deepak Anand.

Regional convenor connecting private and public sectors to community transformation

With mental health, housing and violence as ongoing issues in our neighbourhoods, we doubled down on a proven model for stopping community crises in their tracks. A collaboration with the City of Toronto, Toronto Police Service and our network of agencies, Furthering Our Community by Uniting Services (FOCUS) leverages local knowledge and relationships, and has now expanded to a fifth situation table in the Black Creek neighbourhood. By the end of 2019, FOCUS had reviewed 2,381 crisis situations since inception. Of last year's 479 interventions, risk was successfully lowered in 73%, preventing them from becoming emergency response situations.

Greater Golden Mile

The Greater Golden Mile in Scarborough, a neighbourhood in transition, is on a trajectory ripe with potential, driven by infrastructure investment and development. Soon it'll be home to new cross-sector innovations: a small-business catalyzer and construction joint venture. These pilot projects of the Inclusive Local Economic Opportunity (ILEO) leadership tables—spearheaded by BMO, 24 corporate and community partners, the City of Toronto and United Way Greater Toronto—will raise the bar on inclusive local economic opportunity. They offer a cutting-edge playbook for corporate-community partnerships as they forge new alliances in local job creation, business ownership and neighbourhood development.

Food Security in Peel

Food and shelter are necessities of life, yet last year, the Mississauga Food Bank reported a 16% increase in demand. To meet growing need, United Way and the General Mills Foundation launched a food security initiative in Peel that goes beyond food distribution to also promote community education and development. Six grants address the issue through a variety of interventions, from cultivating neighbourhood gardens to building relationships with grocery chains, ultimately connecting community agencies, residents and partners to nutritious, culturally appropriate and affordable food.

Building Migrant Resilience in Cities

Last year, United Way assessed settlement needs and services for specific populations through the Building Migrant Resilience in Cities project, a collaboration with York University. New learnings already impact work on the ground, with United Way convening local York Region organizations to provide extensive wraparound support for the particularly vulnerable Yazidi refugee community. Anchor agencies such as Family Services York Region and COSTI, together with partners like the York Region District School Board, are helping families navigate complex issues around housing, education and trauma.

Allan Slaight Seniors Fund



Thanks to this generous \$15-million donation—the largest individual gift in United Way Greater Toronto history—the gap between health care and families is being bridged: Seniors are being connected to community supports through United Way's network of agencies.

Regent Park Social Impact Investment Fund

This fund is supporting the renaissance of a revitalized neighbourhood. Kick-started by Daniels Corporation and supported by the City of Toronto and United Way, the fund is moving forward on five resident-led grassroots projects and four local agency collaborations.

Social Medicine Initiative

United Way, anchor agency PARC, University Health Network and the City of Toronto tackle poverty and poor health starting with housing and wraparound supports.

Building on Communities



Members of United Way's Black Community Advisory Council joined by chair Linden King (third from left), Mississauga Mayor Bonnie Crombie and Councillor Ron Starr (centre), and Peel District School Board Trustee Kathy McDonald (third from right) at Be Black and Shine, a Black History Month event in partnership with the City of Mississauga.

Bringing the GTA's community, volunteer and financial resources together in a common cause of caring

Indigenous Collaboration

We continue our commitment to reconciliation through our Indigenous Collaboration work—building staff capacity and investing in Indigenous-led agencies to deliver programming and advocacy. Presently supporting 16 Indigenous-serving programs in vital work, we're also directing additional resources to meet greater need as Indigenous communities across our region are disproportionately impacted by COVID-19. As well, we're reaching out to Indigenous organizations such as the Toronto Aboriginal Social Services Council to build a strong foundation for future partnerships. One exciting new project already underway is an accessible mobile application and improved web-based community resources portal that will connect community to Indigenous services in the city.

Community Advisory Councils

Three community advisory councils, an outstanding legacy from United Way's impact in Peel Region, continue to strengthen our work in a multitude of ways.

- The Black Community Advisory Council's Black Youth School Success Initiative, in partnership with Laidlaw, Trillium and local boards of education, has blossomed, now reaching 175 young people across nine schools. The proven program—set to expand to both Toronto and York Region—has also been used in the development of a new child welfare service model: The Black Community Action Network and Peel Children's Aid's Akoma Wraparound Program. Youth success continues to be a central theme in the Council's other projects and headlined this year's gathering and Black History Month celebrations.
- The South Asian Advisory Council maintains a laser focus on gender-based violence, an issue of growing concern in our community, and hosted a panel discussion on psychological and emotional violence at this year's annual breakfast.
- The Chinese Advisory Council has joined forces with the University of Toronto, Ryerson University and others on a Government of Canada Collaborative COVID-19 Rapid Research Project, looking at resilience in communities impacted by the outbreak and implications for managing future crises.

Hope and Prayer in the 6ix

This unique first-time event brought 2,000 Muslims, along with leaders of other faith groups and representatives of United Way, the City of Toronto and the Muslim Association of Canada (MAC), to Nathan Phillips Square for a special call to prayer. The interfaith demonstration of the common cause of community engagement and service raised \$100,000 to support United Way's work and shaped a Toronto Star opinion piece by Sharaf Sharafeldin, Executive Director of MAC, and Daniele Zanotti, President & CEO of United Way Greater Toronto, on the place of faith, prayer and charity in ending poverty.

Labour: Like-minded Allies

Organized labour continues to be a vital ally in Toronto, York and Peel. Local labour councils—founding partners of United Way—and the interests of working people have always been integral to our work. Most recently, that collaboration has resulted in shared efforts to create new employment opportunities for equity-seeking groups and local residents in priority neighbourhoods, part of the Community Benefits frameworks linked to infrastructure projects.

Toronto Workforce Funders Collaborative

Working with the Community Foundations of Canada, the new Toronto Workforce Funders Collaborative is pooling the capital and smarts of funding heavyweights—the Counselling Foundation of Canada, J.P. Morgan Chase, the Metcalf Foundation, the Ontario Trillium Foundation, TD Bank and United Way—to take on big workforce problems.

Building on Networks



As part of the national Built for Zero campaign, United Way is committed to ending chronic homelessness.

Together with government, supporting the vital work of community agencies

The divide between rich and poor has grown dramatically across our region, with middle-income neighbourhoods vanishing, high-income neighbourhoods getting richer and more neighbourhoods low-income. The impact of being poor and living in a low-income neighbourhood is compounded by a lack of amenities, supports and services that makes it difficult for residents to get ahead and break the cycle of poverty. Taking our resident engagement work to the next level, 11 agencies in Toronto are throwing their skills and expertise behind 12 projects that tackle neighbourhood-specific issues related to local economic opportunity, community infrastructure and social well-being in the inner suburbs. Regional in scope, this work enables the realization of local residents' visions for their communities—and is already underway with Neighbourhood Development Grants on the ground in Georgina and south Markham, and set to begin in Brampton.

Cross-funder Collaboration Project

With growing recognition that certain individuals and communities are more likely to experience barriers based on aspects of their social identity beyond their control, the call for disaggregated equity data has grown louder. Comprehensive data is paramount to better understanding those barriers and addressing them through policies that achieve better outcomes for equity-seeking groups. Now, through a collaborative new project, United Way, the Toronto Central Local Health Integration Network and the City of Toronto are looking at how to streamline such data collection and reporting. And looking to our network of agencies as crucial partners in the pilot phase, to test-drive data collection strategy, analysis and resources right where they are, deeply embedded in community. Information is power—and can propel real change.

Pathways to Youth Employment

We know from our Poverty and Employment Precarity in Southern Ontario (PEPSO) research that the changing nature of work in Canada is leaving many behind, with racialized groups, immigrants, women and youth facing the most significant barriers. Through 32 grants and programs, including signature initiatives like netWORKS and Career Navigator, United Way continues to create opportunities, exploring new sectors and partnerships to help youth facing multiple barriers reach their full potential. Two new pathways:

- Production Assistant Training Program: Partnering with the United Way-funded CEE Centre for Young Black Professionals and the City of Toronto on its Poverty Reduction Strategy to train and prepare Black youth to enter the flourishing film production industry.
- Project Search: Working with the Toronto District School Board, Holland Bloorview Kids Rehabilitation Hospital, UHN Toronto Rehab, the Ontario Disability Employment Network and Community Living Toronto to ensure young people with intellectual disabilities are equipped and supported for meaningful work opportunities.

Reaching Home in York Region

United Way leads the federal Reaching Home initiative in York Region, working with The Regional Municipality of York and York Region Homelessness Community Advisory Board to improve coordination of services for people experiencing homelessness. As part of the national Built for Zero campaign, we're committed to ending chronic homelessness and engaging in community consultation and the collection of rich data to identify gaps and inform policy.

Research and real-world examples show that the most effective way to fight local poverty is to have a strong, coordinated network of agencies working together. That means shared ideas, resources and successful strategies, as well as collaboration and innovation from planning to implementation—all in service to community.

280 agencies

640 programs

2.9 million services

Building on **Advocacy**



United Way’s partners in the construction trade discuss job opportunities and community benefits in a panel discussion at the Municipalities of the Future Symposium, co-hosted by United Way and York University (from left): Adam Melnick, Local 95 Ontario; Margaret Taylor, Ontario Association of Demolition Contractors; Marc Arsenault, Ontario Ironworkers Council; Merissa Preston, LiUNA!; Wayne Brown, Crosslinx Transit Solutions; Chris Campbell, Carpenters District Council of Ontario. Photo courtesy of York University School of Public Policy & Administration.

For the sector and people we serve

During the 2019 provincial budget cycle, Daniele Zanotti, President & CEO, United Way Greater Toronto, penned an op-ed that made the case for the importance of investing in social services. Running in the *Toronto Star*, this passionate defence of the vital work of the community services sector also under-scored United Way’s willingness to work in tandem with the government, helping them strike the fine balance between finding cost-cutting measures and providing better outcomes for people.

The National Housing Collaborative

In March, United Way partnered with York University's School of Public Policy and Administration for the Municipalities of the Future Symposium, a chance to focus on the responsibilities, challenges and leadership of municipalities both large and small. Spotlighting the promise of Community Benefits Agreements as a game-changer for both business and community, the event brought together stakeholders from government, construction, industry and labour, and featured remarks from AECON founder John M. Beck.

All in 4 Canada

In the lead-up to the federal election, United Way Greater Toronto—along with United Way Centraide Canada, United Ways of BC, and Metcalf, Atkinson and McConnell foundations—supported the Ontario Council of Agencies Serving Immigrant's All in 4 Canada initiative, a national virtual strategy room that responded to anti-immigration sentiments with positive stories, op-eds and spokespeople across Canada. As part of this work, United Way provided funding, training and support to local settlement agencies.

Better Policy for Low-income Families

The United Way movement continues to work in concert with other sector partners to advance progressive public policy that supports low-income Ontarians. In consultation for Ontario's next poverty reduction strategy, United Way Greater Toronto led a team of 17 Ontario-based United Ways in a round-table discussion with Todd Smith, the Minister of Children, Community and Social Services. We came together again as a provincial coalition of United Ways during the pandemic, calling on the provincial government to ensure meaningful income security for the most vulnerable, resulting in a lower provincial clawback on the new federal Canadian Emergency Response Benefit than in some other provinces.

Community Benefits in action on the Eglinton Crosstown generated

343
community
members hired

\$6.6
million spent on
local businesses

\$650,000
spent on social
enterprises

The Ontario Nonprofit Network

United Way supports the annual conference, which focused this year on the collective ability of the sector to influence public policy for stronger communities.

Building on a Movement



One amazing Share Your Local Love Day; 30 engagement opportunities; 500 volunteers; 1,500 hours of community service.

Rallying supporters, old and new, to play a role in our mission

Highlighting the importance of United Way in neighbourhoods across the GTA, municipalities and local government partners across the region helped us kick off the annual United Way campaign. Brampton, Markham, Richmond Hill, Newmarket, Aurora, Georgina, Caledon and Toronto all made official proclamations declaring September 17 Share Your Local Love Day; the City of Mississauga lit up its clock tower in our #UNIGNORABLE colour; and York Region, Peel Region, Vaughan, East Gwillimbury, King and Whitchurch-Stouffville all recognized and championed United Way's work. Over 500 people from corporate teams such as TD Bank, Scotiabank, Sun Life, CIBC and Dentons showed their local love at 30 volunteer opportunities across the GTA, contributing more than 1,500 hours of community service work.

Campaign Highlights

Bright lights in our community stepped forward to spark that giving feeling in others.

- Alice and Grant Burton created a special \$1-million Challenge Gift, motivating close to 2,000 donors to give at the leadership level for the first time.
- United Way 2019 Campaign Chair Beth Wilson, CEO of Dentons Canada, and Laura Dottori-Attanasio of CIBC, who led the Major Individual Giving Cabinet, formed a dynamic duo to spearhead fundraising efforts.
- The Women's Impact Fund was launched with a \$1-million legacy gift from 2019 Campaign Chair Beth Wilson. Championing an issue close to her heart, the fund will support women from all walks of life in creating safe and prosperous futures for themselves, their families and their communities.

Signature Events

Over 425,000 supporters engaged with United Way last year—part of our goal to involve one million people in the fight against poverty by 2025—joining us for signature events and experiences that served to inspire long-time supporters, as well as a new generation.

- The 42nd edition of the CN Tower climb, UP, saw more than 9,000 registrants.
- This year marked the 37th Annual Building Industry Luncheon, the largest third-party fundraiser in York Region in support of United Way. Over 1,300 guests turned out for the event, which featured Premier Doug Ford as keynote speaker and raised \$1.3 million for our community.
- The 17th edition of the Scotiabank Rat Race was another success for United Way Greater Toronto, with more than 1,400 participants.
- Supporters at UPS never let us down; once again, our friends on the tarmac showed incredible support for community at the fourth annual Plane Pull for United Way, raising spirits and dollars for community investment.

950+
workplaces
supported the
2019 campaign

120,000
donors helped us
tackle poverty

425,000
people engaged
with our work



United Way Greater Toronto has been recognized as one of Greater Toronto's Top Employers for the eighth time.

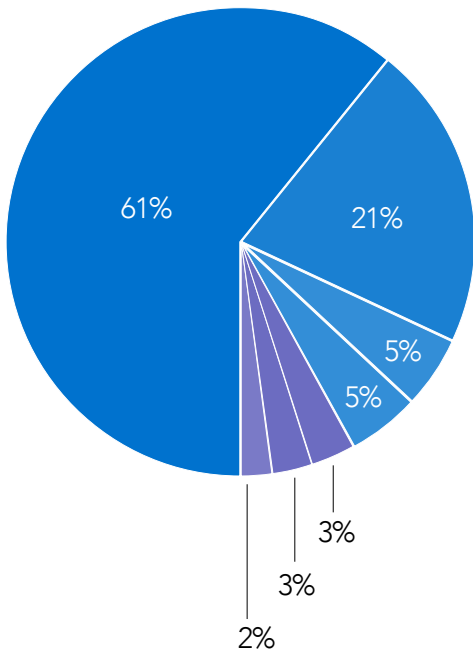
Stewardship

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 FY 19-20, distributions and community programs represented \$121.5 million, per United Way Greater Toronto (UWGT), Audited Financial Statements-Statement of Operations. The breakdown is as follows:

\$121.5 Million



- 61%** **\$73.8 million:** Community investments through United Way Greater Toronto agencies, partners and community services
- 21%** **\$25.4 million:** Donor designations to other registered charities
- 5%** **\$6.5 million:** Programs and needs assessment expenses
- 5%** **\$5.4 million:** Community impact support services
- 3%** **\$3.9 million:** Programs and organizations supported by targeted funds
- 3%** **\$3.6 million:** Donor designations to other United Ways
- 2%** **\$2.9 million:** Donor designations to United Way Greater Toronto agencies and partners

MANAGEMENT DISCUSSION AND ANALYSIS

DEVELOPING A MULTI-YEAR FISCAL SUSTAINABILITY PLAN

In response to the changing philanthropic landscape, UWGT continued implementation of its multi-year fiscal sustainability plan with the following three business priorities:

1. Grow UWGT revenue;
2. Revitalize the operating model; and
3. Refresh the community investment strategy against UWGT's new geographic footprint.

For FY 19-20 (year one of the three-year plan), the focus was on delivering the "revitalize our operating model" business priority—**mission accomplished**. Through organizational restructuring, new business arrangements for our office leases and the Pension Plan merger with the Colleges of Applied Arts and Technology, \$8.2 million in savings was achieved with \$2.6 million realized in FY 19-20 and the remaining expected in FY 20-21 and FY 21-22—putting us on the transformation path to financial sustainability.

For FY 20-21, UWGT remains committed to its community investments—through its network of agencies and community partners across Peel, Toronto and York Region. With the primary focus for the Board of Trustees and UWGT management to maintain financial commitments to our network of agencies and community partners, keeping them stable for as long as possible, we are taking the following measures:

1. Launching campaign now—with a strong case for support and mobilizing leadership from all sectors to stand with UWGT and to support campaign
2. Reviewing operations and finding ways to minimize impact to agencies and community partners
3. Digging into the financial reserve to minimize impact to agencies and community partners

United Way Greater Toronto management has contingency plans that can be readily deployed should financial circumstances lead to UWGT taking additional corrective actions to preserve its immediate financial health and long-term sustainability.

FINANCE, AUDIT & RISK COMMITTEE REPORT

GOVERNANCE & FINANCIAL TRANSPARENCY

United Way Greater Toronto has a strong, independent Finance, Audit and Risk Committee comprising eight members. The Committee meets annually—independent of management—with KPMG, UWGT's auditors.

The Committee oversees the audit, budgets, investments, pension and benefits, and risk management on behalf of the Board of Trustees.

The UWGT Audited Financial Statements consolidate the financial results of UWGT's operations, capital expenditures and The Tomorrow Fund™. They are prepared in accordance with Canadian Accounting Standards for Not-for-Profit (ASNPO) and follow United Way Centraide Canada's Transparency, Accountability and Financial Reporting (TAFR) standards.

With COVID-19 declared a pandemic by the World Health Organization in March 2020, KPMG concurred that UWGT met the requirements of being a going concern for this coming fiscal year. Factors, among others, that were reviewed:

- Positive and negative financial indicators;
- Ability to assess government stimulus and emergency programs;
- Financial Reserve levels; and
- Other funding sources accessible to sustain operations.

From a capital risk management plan standpoint, the primary objective—as reflected in the UWGT Audited Financial Statements, Retirement Plan for Employees of UWGT (Pension Plan)—was fulfilled by adhering to specific investment policies, per UWGT’s Statement of Investment Policies and Procedures. As well, in this past fiscal year (FY 19-20), UWGT executed on the planned move of its Pension Plan merger with the Colleges of Applied Arts and Technology—it is currently awaiting approval from the Financial Securities Regulatory of Ontario.

FINANCIAL HIGHLIGHTS

United Way Greater Toronto’s ability to invest in our community was again strengthened by diversifying the source of funds: Workplace, corporate and individual donors (nearly 100,000) contributed to this financial health, as well as special events such as the CN Tower

climb, government grants and pro-bono support—from legal services to media advertising space. And UWGT’s financial strength and efficiency were also due to extraordinary support from our donors, volunteers and supporters.

Fiscal Year	FY 2019-2020	FY 2018-2019*	FY 2017-2018
Total Gifts	\$133.1 million	\$144.6 million	\$132.0 million
Total Distributions and Community Programs	\$121.5 million	\$129.7 million	\$122.9 million
Fundraising Cost Revenue Ratio	16.3%	17.6%	16.9%
Operating Surplus / (Deficit)	(\$9.9 million)	(\$5.7 million)	(\$4.5 million)

* Merger of United Way Peel Region and United Way Toronto and York Region = United Way Greater Toronto

United Way Greater Toronto’s Community Fund continued to be robust through generous donations and the recognition of United Way as the best place to invest in our communities.

Our Fundraising Cost Revenue Ratio (CRR) continues to be low at 16.3%—we continue to maintain a strong focus on operational efficiency and our diligence is reflected in the CRR.

Our Unrestricted Net Assets, which include our working capital, remain at healthy levels. They were at \$17.7 million or the equivalent of 7.5 months of our operating expenditures. Similarly, The Tomorrow Fund™—money that is internally restricted by the Board and is the financial reserve for the ongoing operation of our community investments—was at \$50.4 million or the equivalent of 7.8 months. Both are financial indicators of the health and sustainability of the organization.

To read our full 2019-20 Audited Financial Statements, visit www.unitedwaytyr.com/annualreport.

2019-20 BOARD AND COMMITTEES

We thank our Board of Trustees and Committee members for their wisdom, commitment and passion to steer our organization in the achievement of our mission.

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Council

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The Regional Municipality of York

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*Indicates that the Committee member also serves on the United Way Greater Toronto Board of Trustees.

United Way Greater Toronto is the largest funder of community services in the GTA, second only to government. Through our network of 280 agencies in Peel, Toronto and York Region, we tackle local poverty and #UNIGNORABLE issues linked to, and impacted by, poverty, including homelessness, hunger, social isolation and domestic violence.



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