



Responsible Stewardship
of our Community's Resources

2016-17



United Way
Toronto & York Region

TEAM

Every year is different. But, some things never change: from our Board of Trustees to our senior executive team to members of our staff we remain fully accountable to you.

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Meet the members of our Senior Executive Team:

unitedwaytyr.com/senior-executive-team

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Element AI

Nancy McConnell

Google Canada

Frank Techar*

BMO Financial Group

Tyler Turnbull

FCB Toronto

Susan Walker

Beth Wilson

KPMG

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

FINANCIALS

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 2016, our total disbursements to the community were as follows:



55% Allocations to United Way of Greater Toronto agencies, partners and community services

5% Programs delivered by United Way of Greater Toronto

4% Programs and organizations supported by targeted funds

3% Donor Designations to United Way of Greater Toronto agencies and partners

2% Donor Designations to Other United Ways

25% Donor Designations to Other Registered Charities

6% Allocations, programs and needs assessment expenses

We value the trust you place in us.

As a flagship member of
Imagine Canada's Standards Program, we are safeguarding donor rights
by demonstrating excellence in sector best practices.



Read more about the Standards Program here:
unitedwaytyr.com/standards

MANAGEMENT DISCUSSION AND ANALYSIS

At United Way Toronto & York Region, we are always looking to improve the way we work. Anything to create more and more positive change in the communities we serve. Well, 2016 was no different.

Over the past year, we worked to become more effective and more innovative, strengthening our ability to create impact in the communities we serve—from Lake Ontario to Lake Simcoe.

Increased fundraising

We increased our revenue from 2015, with a campaign achievement of \$102 million—the largest-ever for United Way Toronto & York Region, and United Ways the world over. These funds will support our work in the community.

Digital innovation remains a priority for our organization. We invested in new donation and engagement strategies that are necessary for future growth, as donor and workplace needs continue to change. To this end, our team has worked to streamline, simplify and invigorate our digital and online platforms: a mobile-friendly workplace-giving tool will make it easier and more convenient to donate; meanwhile, continued efforts with United Way Worldwide on the development of a state-of-the-art digital platform will help us better engage workplaces and improve the way we work with corporate partners.

Supporting the United Way movement across Canada was our “It Looks Like Me” campaign. Executed by United Way Toronto & York Region, but national in scope, it featured stories and videos of people whose lives have changed because of United Way. The campaign won an Applied Arts Award in the “Best Motion Series” category. A testament to its success, the campaign is now in development for a second year—laying the groundwork for our 2017 uprising of care.

Increased community investments

We committed \$87 million for our community. This supports and strengthens our ability to tackle local social challenges, contribute to research and advocacy efforts, and deliver on our priorities: creating opportunities for youth, increasing programs and services in neighbourhoods, and building a more robust social-services sector overall.

United Way invests in over 200 agencies that work on the ground. We are investing in new agencies and programs to provide youth with access to meaningful career opportunities, and we expanded investment in our neighbourhood and Community Hub work. We are also developing new ways of working with agencies that provide a broad array of programs and services that serve people living in poverty or that address the underlying causes of poverty. The first phase of this new approach was completed with 62 anchor and partner agencies invited to strengthen their relationship with us and serve as the backbone for our work and connections to communities across the region. The next phase of our work will support many of our current agencies and open the door to agencies that are not currently funded.

Increased internal capacity

United Way was one of the first charities in the country to be accredited under Imagine Canada’s national Standards Program, which recognizes excellence in five areas of operations: board governance, financial accountability and transparency, fundraising, staff management, and volunteer involvement. In 2016, we were successful in our application for re-accreditation. Our letter from Imagine Canada commended us on being “a stellar application that demonstrates leading practice in a number of areas.”

Last year was historic for many reasons. It marked Daniele Zanotti’s first full year as President & CEO. We invested in senior-level digital-marketing skills. We offered staff professional-development opportunities related to leadership and innovation. And we reorganized various departments: the office of the Chief Operating Officer, Strategic Initiative & Public Affairs, and Donor Relations and Marketing.

These moves have better positioned us to successfully execute on our business goals.

FINANCE, AUDIT AND RISK COMMITTEE NOTES

Governance and Financial Transparency

United Way Toronto & York Region 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. A separate annual report and set of audited financial statements are produced for YCF for the March 31st year end. These statements are reviewed by the Committee for the United Way Toronto & York Region'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 \$102 million in our 2016 campaign for our community – our biggest achievement for our community.

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 14.7%. We maintain a strong focus on operational efficiency and our diligence is reflected in the cost ratio.

We continue to manage pledge losses to ensure more dollars flow to the community. In spite of some economic pressures, pledge loss was contained at 0.82% of total fundraising revenue. This figure has improved over prior years.

Due to the success of our 2016 Campaign and prudent fiscal management, our Unrestricted Net Assets is healthy at \$48 million. This amount will be distributed to our agencies over the course of the next year.

FINANCE, AUDIT AND RISK COMMITTEE NOTES

Our endowment fund, The Tomorrow Fund™, has a net balance of just over \$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 Toronto & York Region continues to meet and exceed its CRA distribution quota.

2016-2017 results and recent trends:

Fiscal Year	2016-2017	2015-2016	2014-2015
Total gifts	\$134,034,000	\$131,535,000	\$123,157,000
Total distributions and community programs	\$120,230,000	\$115,793,000	\$109,669,000
Cost revenue ratio	14.7%	17.2%	14.8%
Pledge loss ratio	0.82%	1.46%	0.89%
Investment income/ (losses)	\$9,469,000	\$49,000	\$10,957,000

To read our full 2016-17 Audited Financial Statements, visit www.unitedwaytyr.com/annualreport.

Our mission

United Way Toronto & York Region works to meet urgent human needs and improve social conditions by mobilizing the community's volunteer and financial resources in a common cause of caring.



United Way
Toronto & York Region

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