

BIGGER. BRAVER. BOLDER.

2015-2016
REPORT TO THE COMMUNITY



United Way
Toronto & York Region

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A message from Susan



It's been an exceptional year, thanks to you.

United Way has always been in the business of transformation. But, during the last 12 months, it's been different. We navigated some big changes of our own, merging to become United Way Toronto & York Region and increasing our ability to tackle social challenges across the region.

We didn't miss a beat, however, in making real progress for everyone in our community.

We released new research on how our region is at risk of becoming Canada's income-inequality capital, and on the negative impact of precarious jobs. We advocated for policy review, which led to improved legislation. And we expanded our strategy for youth success, ensuring that more of our young people can realize a bright future.

In consultation with the community, we are even changing the way we support our agencies—ensuring greater impact where it's needed most.

On a personal note, 2016 will mark my final year with United Way. And, after 18 years, one thing remains certain: it's you, our dedicated supporters, who inspire us and fuel us in our efforts to push forward.

I hope you'll continue to lead from where you stand. By volunteering. By advocating. By donating. Our organization is stronger—and our entire region will keep growing stronger—because of you.

My heartfelt thanks,

Susan McIsaac
President and CEO

THE CHANGE YOU MAKE POSSIBLE

A MONUMENTAL ACHIEVEMENT

In January 2016, 1,500 of you gathered at our Celebration Gala to celebrate a monumental fundraising achievement for our first-ever region-wide campaign—**\$100,250,000 for United Way.**



During the Gala for campaign volunteers, **#MyUWstory had almost three quarters of a million social-media impressions.** It trended not only locally, but in all of Canada. (Of course, we like to think that great supporters like you are always trending.)



In 2015, we worked each and every day to create opportunities that improve the lives of individuals and families across our region. We invested in building stronger neighbourhoods and communities, helping young children and youth successfully transition into adulthood, and moving people from a life of poverty to one of possibility.

BIGGER AND BETTER

Our strategic merger, which came into effect on July 1, 2015, has strengthened our capacity to respond to issues that affect our entire region—like job precarity, youth unemployment, and the growing divides between neighbourhoods that are doing well and those that are not.

As the largest United Way in North America, we also partnered with United Way Worldwide on new strategies to engage donors, share best local practices, and better leverage partnerships.



INVESTMENTS

Thanks to you, \$86 million was invested into our community and to ensure appropriate supports and oversight of this funding by United Way. Of the amount directed into our community...

57%

went to building strong communities. That meant **414 programs and services** to help reduce the gap between neighbourhoods.

25%

went to helping kids be all they can be. That meant **209 programs and services** to help with the education, employment and engagement of our region's young people.

18%

went to meeting people's basic needs. That meant **195 programs and services** to help people connect with employment, shelter and food.



BOLD SUPPORT FOR YOUTH

We launched our Youth Success Strategy this year, designed specifically to connect young people who face barriers—like poverty and under-education—to meaningful careers. In the years ahead, and with donors like you behind us, we'll be helping these important young people obtain credentials for in-demand jobs, develop soft skills like written and verbal communication, make connections to professional networks, and gain valuable work experience.

CAREER NAVIGATOR™

Our Youth Success Strategy signature initiative, Career Navigator™ is a United Way–designed education-to-employment program that provides a set of coordinated education, training and support services, helping vulnerable young people gain industry-recognized credentials and work experience in five growth industries: accommodation and food services, computer systems design and related services, construction and advanced manufacturing, healthcare and social assistance, and retail.

The Honourable Tracy MacCharles, Minister of Children and Youth Services, announced that **over \$1.2 million would be committed by the Ontario government** to Career Navigator™, focusing on critical wrap-around supports for the region's young people.



Lives you've changed

A FUTURE THAT WORKS

Olissa has a job she loves. She's a full-time production assistant at Lush Cosmetics, where she enjoys benefits, childcare-friendly hours, and opportunities to move up in the company.

Life as a single mom, however, wasn't always so promising. At 25, she was unemployed and struggling to support her two young children. For years, she searched for work, but options were scarce.

Fortunately, she was able to connect with Career Navigator™, a United Way–supported education-to-employment pipeline that helps youth facing barriers access meaningful job opportunities.

Over the course of four to eight months, youth get industry-recognized training and social supports that help them secure the credentials and experiences they need for future success.

Your generous gifts make this innovative program possible. "My life has completely changed," she says. "I feel secure in my future and am so happy I can provide for my kids—in a way I never thought possible."

RESEARCH

ADDING A BOLD VOICE

Thanks to you, we continued to drive groundbreaking research around our region's most daunting social problems. Research that helps us understand the root causes of community challenges and convene the right partners to implement sound strategies to tackle these issues.

THE OPPORTUNITY EQUATION

Launched in February 2015, this report revealed how Toronto is at risk of becoming Canada's income-inequality capital. Not everyone has equal access to opportunities like quality jobs, affordable housing and meaningful social networks. Our efforts are encouraging others...

- The issue of income inequality is gaining media attention and starting important conversations.
- With our experience on the provincial homelessness panel, and our work with the GTA Housing Action Lab, we contributed to an affordable-housing agenda, which is now gaining support from all levels of government.

COUNT ME IN

York Region's first-ever Point-in-Time Count (January 2016), was led by United Way Toronto & York Region. Part of a federal strategy across 31 communities, it gave us a snapshot of homelessness in the region, at a single point in time. Increased understanding of this growing issue will give us a benchmark for measuring our progress in reducing homelessness.

THE PRECARIETY PENALTY

Launched in May 2015, this report exposed the negative impact of precarious jobs, which trap people and families in a cycle of low wages, limited benefits and uncertain futures. The discussion we helped to spark is gaining traction...

- We built momentum for the launch of a full review of employment standards and labour code by the province, with a view to ensuring that basic protections are there for every working Ontarian.
- Poverty and Employment Precarity in Southern Ontario (PEPSO) research—in which United Way, McMaster University and other local partners played a big part—was cited 48 times in federal, provincial and municipal government proceedings. And in approximately 55 publications, including academic journals, non-profit reports and government releases.





Lives you've changed

A DOOR TO OPPORTUNITY

Mathew has a regular job, with dreams of something bigger: starting an online company that links people facing homelessness to essential local services.

His focus wasn't always this clear. His mother struggled with mental-health issues, and he was subject to her unpredictable bouts of anger. "The future looked dark," he says. At only 17, and out of options, he found himself on the streets.

Thanks to your gift, he was able to access Blue Door Shelters, a United Way-funded agency that offered a hot meal and the immediate support he needed. "From the moment I walked in, I felt safe, accepted and cared for," he says.

From here, he attained proper identification (crucial to finding employment), secured a spot in a transitional-housing program, and eventually got back on his feet.

"Now, I want to give back," says Mathew. "I want other youth to know there is hope for them, too."

PARTNERSHIPS

Partnership—with agencies, with stakeholders, and across sectors—has always been the strength behind our work. And our partnership with you, our donors, is just as crucial.

In 2015, **219 community agencies** were supported by your gift. We invested in vital programs and services. We also put your donation to good work, increasing the efficiency and capacity of agencies, so they can continue their work for years to come. Here's the kind of difference you made:

81%

of agencies reported program enhancements, including new and expanded programs to better serve the community.

81%

reported exciting collaborations and/or partnerships with other agencies and organizations, increasing not only efficiency but effectiveness as well.

87%

reported improved management practices, including training and new positions, ensuring the best people are there to make a difference.



UNIQUE PARTNERSHIPS

A NETWORK OF CARE

The importance of community agencies is clear. Every day, they are on the front lines, working with us to improve lives. This year, integrating thousands of Syrian refugees—and responding to the greatest humanitarian crisis of our time—required community-wide effort and coordination.

Thanks to the strong network of agencies that you helped us build, we embraced these families, offering vital resources—from housing support to employment counselling.

NEW WAYS OF WORKING

With your financial support, **7 innovative projects** kick-started new approaches to tackling social problems across our region. In one study, homeless individuals were shadowed in their daily lives, in an attempt to better understand life from their perspective and inspire policy that helps them survive and thrive.

TORONTO ENTERPRISE FUND

An innovative partnership between United Way and all three levels of government funds social enterprises that connect people facing employment barriers with job training and work opportunities. In 2015–16...

- 18 Toronto Enterprise Fund businesses provided training and employment to 479 people facing barriers, and connected 341 people to long-term employment.
- Toronto City Council voted unanimously in favour of a new social-procurement policy, a commitment to buying goods and services from social enterprises.

TO Prosperity

In November, City Council—led by Mayor Tory—unanimously passed Toronto's first-ever Poverty Reduction Strategy, a 20-year goal for tackling growing inequality through the creation of good jobs, affordable housing and better access to services.

- We helped to bring 50+ organizations together to sign a letter to Council urging action, and we also participated on the City's advisory committee for this new strategy.
- We led community consultations in partnership with the City, bringing agencies, training facilitators and people with lived experience to the table.

RESIDENTS

In 2015, your support allowed us to partner directly with residents to develop new solutions to issues or bring to life new ideas to improve their own communities:

- **2 Strength Investments** were made in the towns of **Whitchurch-Stouffville** and **East Gwillimbury**, to support exciting grassroots initiatives.
- **62 Resident Action Grants** fuelled local, resident-led projects to enrich the places they call home.

COMMUNITY BENEFITS AGREEMENTS

We worked with partners—like labour unions, the Toronto Community Benefits Network, the Provincial Government, and the City of Toronto—to connect residents from our priority neighbourhoods with work opportunities on infrastructure projects, such as Metrolinx's Eglinton Crosstown transit line.

And, in part, because of our energy and influence, Community Benefits was welcomed at the provincial level, with principles now enshrined in legislation.



Lives you've changed

A WARM WELCOME

The Khalils are accessing supports—from after-school homework help to career training—and otherwise settling into their new life in Toronto's Thorncliffe community.

But, it's far from the life they imagined. When the humanitarian crisis unfolded in Syria, they were forced to abandon all that they knew. "No one wants to leave their country, but we couldn't stay because of the death and destruction," says Khalil.

Arriving in Toronto, they connected with Thorncliffe Neighbourhood Office—one of United Way's 40 community agencies that deliver vital programs to newcomers.

They found the immediate help they needed: securing affordable housing, accessing health care, completing necessary documentation, and learning basic English. All because of you.

With a newfound confidence, they now have their sights set elsewhere: "I feel optimistic for our future," says Khalil. "I want all of us to succeed. I want our children to go to university and get good jobs."

SUPPORTERS

There were incredible instances of people and organizations giving in ways that inspire others—ways that dramatically increased the effects of their generosity.



Donald Guloien and Irene Boychuk pledged a challenge grant of up to \$1.2 million that doubled the impact of donors giving \$1,200 or more to United Way. What a tremendous gift!

There were examples of large-scale, transformational investments that ignited wholesale change—altering entire communities and kick-starting new initiatives.

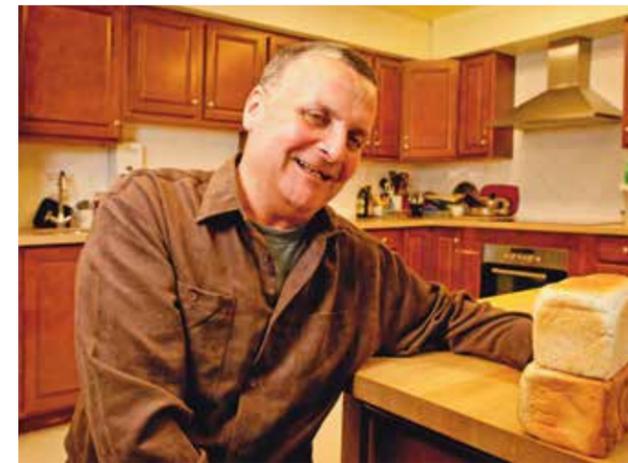


Shirley Granovsky made an extraordinary gift of \$1 million to our Youth Success Strategy, sharing our vision and taking it from strategy to action.

Carol Mitchell and Richard Venn also made an extraordinary \$1.5-million gift—establishing a generous endowment fund, and ensuring that their family's support for the community lives on in perpetuity.



23,000 volunteers gave us their time, energy and expertise, supporting our work throughout the community in many different ways. They helped with everything from board leadership to ensuring that our special events run smoothly.



Gordon Brown (who battled homelessness, unemployment and addiction for nearly 25 years) celebrated 10 years of sharing his transformative story with United Way audiences across Toronto and York Region. Gord's incredible story is proof of how your support ensures that United Way services can be accessed every step of the journey to a new life.

GenNext™

A group of GenNext volunteers offered their business and management expertise to 12 agencies/organizations looking to start a social enterprise as part of the Toronto Enterprise Fund Business Plan Competition.

TEAM

Year after year, some things never change. Our people remain accountable to you. Our board of trustees, our board committees, our senior executive team, and every one of our dedicated staff members—all are caring community members who ensure that our donors' generosity is in good hands.

BOARD OF TRUSTEES

United Way Toronto & York Region is governed by a Board of Trustees, a dedicated group of community leaders who provide vision, strategic leadership, accountability, and stewardship to our organization. Their role is to deliver on our mission of improving lives and strengthening neighbourhoods and communities across the region.

Rob Bruce
Mobile Klinik

John Cartwright
Toronto & York Region
Labour Council

Lily Chang
CUPE Local 79

Teri Currie
TD Bank Group

Omar Dhalla
Real Ventures

Shirley Hoy

Lisa Gonsalves
The Regional Municipality
of York

Heather Mason-Wood
Canso Investment Counsel Ltd.

Kwame McKenzie
Centre for Addiction & Mental
Health; The Wellesley Institute

James Meadows
Manitou Investment
Management Ltd.

Matthew Mendelsohn**
The Mowat Centre

Patricia O'Campo
St. Michael's Hospital

Andrew Pickersgill
McKinsey & Company

Jane Rowe
Ontario Teachers' Pension Plan

Jamison Steeve
Martin Prosperity Institute
and the Institute for
Competitiveness and
Prosperity

Frank Techar
BMO Financial Group

Vince Timpano
Aimia

Elaine Walsh
Hill House Hospice

** Resigned January 2016.

OFFICERS OF THE CORPORATION

Vince Timpano
Chair, Board of Trustees

Heather Mason-Wood
Vice Chair,
Finance & Treasurer

John Cartwright
Vice Chair,
Labour

Shirley Hoy
Vice Chair,
Community Impact

Andrew Pickersgill
Vice Chair,
Resource Development

GOVERNANCE & HUMAN RESOURCES COMMITTEE

This committee is responsible for ensuring a continued quality of governance at United Way. It ensures excellence in the management of the organization—through the President and Chief Executive Officer—and provides oversight on Human Capital policies and initiatives.

Vince Timpano*
Aimia
Chair

Lisa Gonsalves*
The Regional Municipality
of York

Shirley Hoy*

Heather Mason-Wood*
Canso Investment Counsel Ltd.

Andrew Pickersgill*
McKinsey and Company

COMMUNITY IMPACT COMMITTEE

This committee is responsible for assessing community challenges and developing organizational priorities that can maximize United Way's impact across the region. It oversees fund allocation, research, collaboration, evaluation and sector capacity building.

Shirley Hoy*
Chair

Joan Andrew

Lily Chang*
CUPE Local 79

Liz Janzen

Paul Koreen
KCI – Ketchum Canada Inc.

Jean Lam
Red Cross

Kwame McKenzie*
Centre for Addiction and
Mental Health; The Wellesley
Institute

Matthew Mendelsohn**
The Mowat Centre

Patricia O'Campo*
St. Michael's Hospital

Brenda Patterson

Peter Milovanovic
York University

Jamison Steeve*
Martin Prosperity Institute
and the Institute for
Competitiveness and
Prosperity

Elaine Walsh*
Hill House Hospice

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

** Resigned January 2016.

FINANCE, AUDIT & RISK COMMITTEE

This committee oversees all of United Way Toronto & York Region's financial operations, including audits, budgets and investments, as well as staff pensions and benefits. It is also responsible for risk management on behalf of the Board of Trustees.

Heather Mason-Wood*
Canso Investment Counsel Ltd.
Chair

Linda Byron
AON Hewitt

Stephanie Chung
Pennylegion Chung LLP

Teri Currie*
TD Bank Group

James Meadows*
Manitou Investment
Management Ltd.

Mary Pember

Jane Rowe*
Ontario Teachers' Pension Plan

STRATEGIC RESOURCE DEVELOPMENT COMMITTEE

This committee works to ensure the long-term sustainability of United Way Toronto & York Region's resource-development program, assessing new and emerging fundraising, marketing and donor engagement strategy options.

Andrew Pickersgill*
McKinsey & Company
Chair

Rob Bruce*
Mobile Klinik

Alan Depencier
RBC Royal Bank and
RBC Insurance

Omar Dhalla*
Real Ventures

Claudia Soler
Procter & Gamble Inc.

Frank Techar*
BMO Financial Group

Susan Walker

Beth Wilson
KPMG

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Public Affairs

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Michael Herrera
Vice President,
Finance and Administration

Rahima Mamdani
Vice President,
Human Capital

Debra Shime
Senior Vice President,
Community Impact

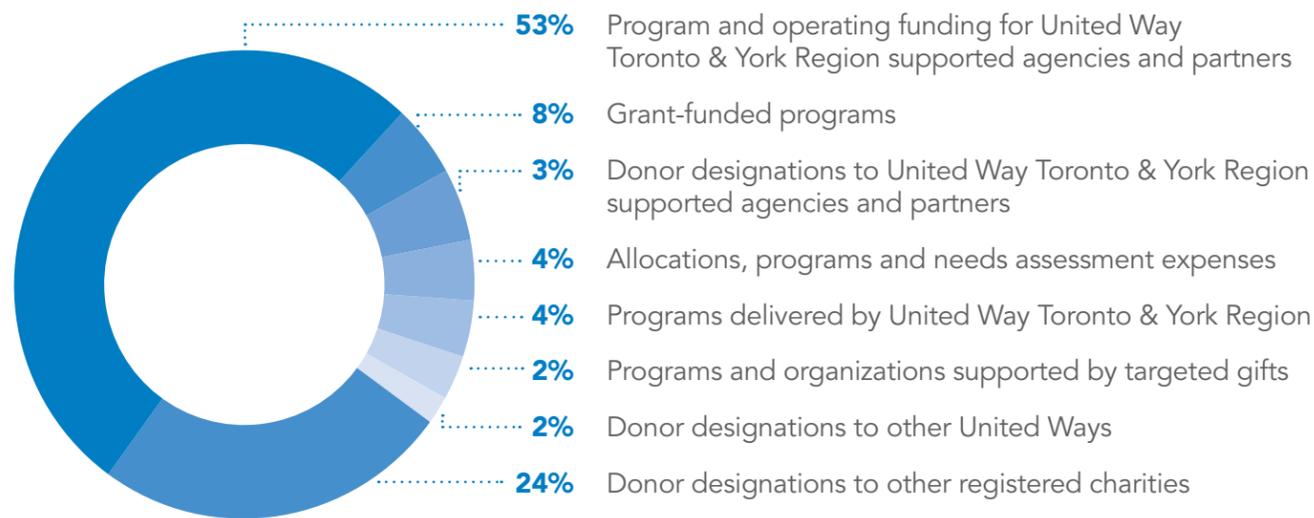
Daniele Zanotti
Senior Vice President,
Resource Development

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

FINANCIAL STEWARDSHIP

Every year, United Way’s campaign to build a better community is supported by generous people like you. And you can be confident that your gift was put to optimal use—helping people and families, both today and in the long term.

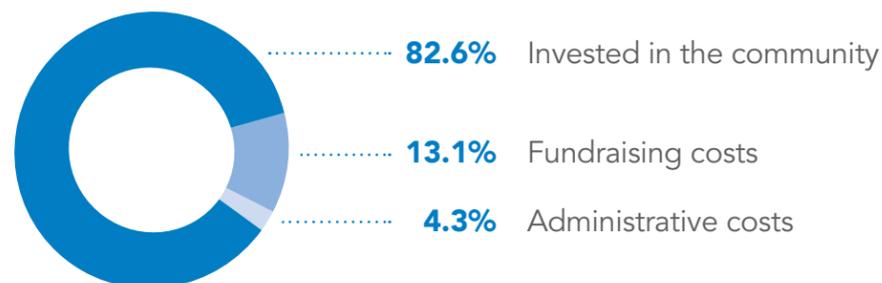
In 2015, our total disbursements to the community were as follows:



Not only do we value the trust you place in us, we go above and beyond to earn that trust in the first place: As a flagship member of Imagine Canada’s Standards Program, we are safeguarding donor rights by demonstrating excellence in sector best practices.

We insist on stretching every dollar as far as possible: In 2015, our combined fundraising and administration costs were just 17.4%—well below the 35% threshold recognized by the Canada Revenue Agency.

In 2015, our administrative and fundraising costs were as follows:



Over the past year, we continued to find ways of working smarter, building our capacity for making an even greater impact in the communities we serve.

OUR ORGANIZATION

The boards of United Way Toronto and United Way York Region voted unanimously to merge, effective July 1, 2015. Together, we adopted a wider, regional approach to confronting the negative social trends that are pervasive throughout our shared communities.

Daily United Way operations now span both offices—in downtown Toronto and in York Region—and a strong York presence has been maintained, as we continue to align our research agendas and execute our strategic plan, Change Starts Here.

We didn’t forget that change across the region starts internally, with our own employees. Nurturing a positive workplace culture, where diversity and multiple perspectives are embraced, we enjoyed a seamless integration of staff between the two organizations. In a follow-up survey, 100% of York Region employees reported “feeling welcomed,” and that feeling was mutual for employees in Toronto. In June, before asking hundreds of workplaces to support the annual campaign, this staff of roughly 230 led by example—raising over \$333,000 for the community in our first-ever joint internal campaign.

For the fifth straight year—and the first as United Way Toronto & York Region—we were recognized among the GTA’s Top 100 Employers, one of only a handful of non-profits to receive the honour.

OUR APPROACH

In direct consultation with the community, we’re transforming the way we fund agencies, which will help us more effectively respond to growing local needs. At the same time, we implemented transition funding, ensuring stability across the community-services sector through 2018.

We’re also embracing new ways of reaching donors. We partnered with United Way Worldwide (as the sole Canadian partner) on Bold Play, a state-of-the-art digital strategy that will help us better engage workplaces across the region and improve the way we work with corporate partners to meet our shared objectives.

GOVERNANCE AND FINANCIAL TRANSPARENCY

United Way Toronto & York Region has a strong, independent Finance, Audit and Risk Committee comprising 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 and 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 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 over \$100 million in our 2015 campaign for our community—our first ever campaign where our goal and results were focused solely on dollars for our community programs and initiatives. 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 17.4%. 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 1.46% of total fundraising revenue. This figure has improved over prior years.

Due to the success of our 2015 Campaign and prudent fiscal management, our Unrestricted Net Assets is healthy at \$47 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 just over \$74 million—thanks to the generosity and vision of donors who are investing in our city. 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.

2015–2016 results and recent trends:

Fiscal Year	2015–2016	2014–2015	2013–2014
Total gifts	\$133,480,000	\$123,157,000	\$124,290,000
Total distributions and community programs	\$115,557,000	\$109,669,000	\$110,150,000
Cost revenue ratio	17.4%	14.8%	15.9%
Pledge loss ratio	1.46%	0.89%	1.12%
Investment income/(losses)	\$49,000	\$10,957,000	\$9,593,000

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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