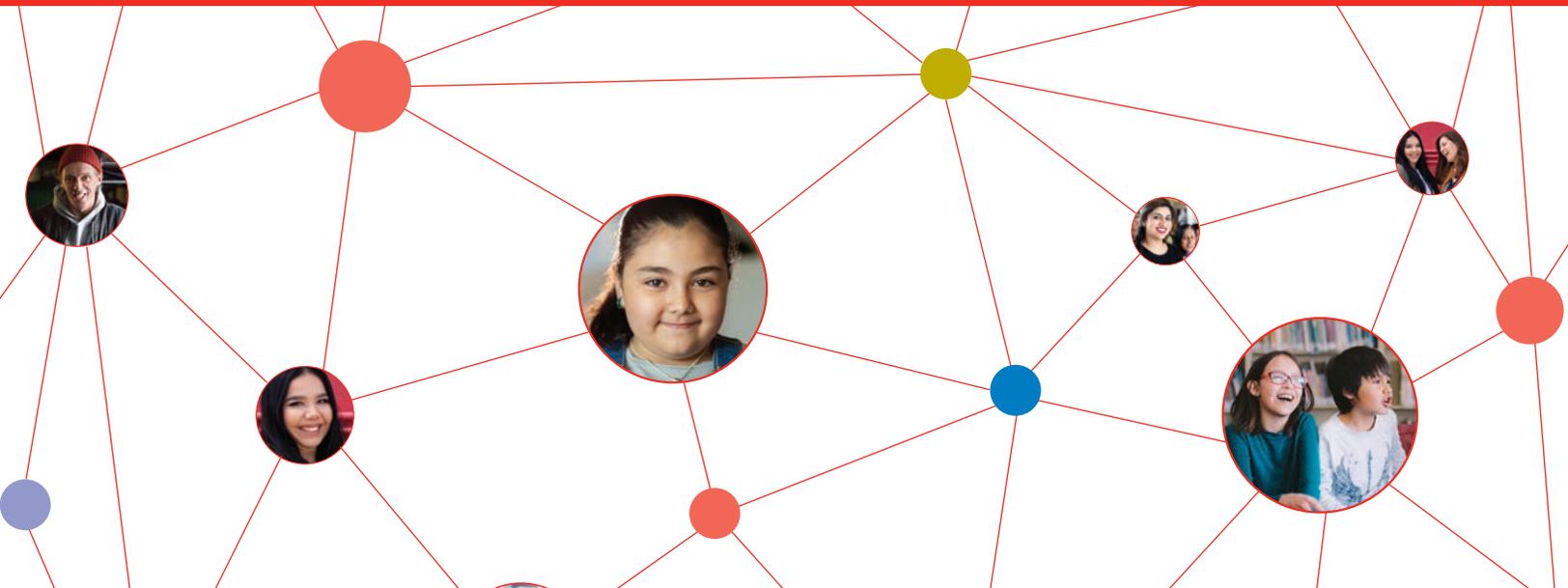




# in this together.

2018 / 2019 ANNUAL REPORT



**United Way**  
Greater Toronto

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

# TABLE of CONTENTS

<b>Investing</b>		<b>4</b>
Local love in action, a system-changing grant and addressing youth violence		
<b>Integrating</b>		<b>6</b>
Our GTA-wide campaign, celebrating community leadership and prioritizing truth and reconciliation		
<b>Informing</b>		<b>8</b>
Our role as thought leaders, tackling homelessness and groundbreaking research		
<b>Innovating</b>		<b>10</b>
Working with our partners in a whole new way		
<b>Influencing</b>		<b>12</b>
Ensuring the wellbeing of all Ontarians, getting to work on poverty in Peel and supporting newcomers in York		
<b>Inspiring</b>		<b>14</b>
Making local issues #UNIGNORABLE, a magazine that inspires #locallove, and the power of storytelling		
<b>Stewardship</b>		<b>16</b>

# in this together.

Friend,

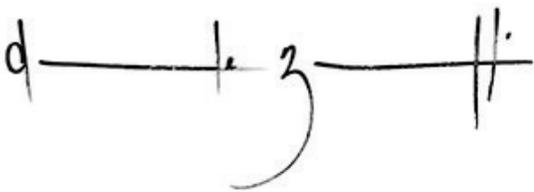
Thank you. For showing your local love by helping us tackle local poverty.

Because of you, we're investing \$94 million in communities across Peel, Toronto and York Region. We believe that everyone deserves the chance to succeed. To land their first job. To feel like they belong. To be able to raise a healthy family. Together, we can help make that a reality.

From Milliken to Malvern to Malton, and in neighbourhoods across the 416 and the 905, we are working with partners to address urgent needs and stay the course on our collective mission—a region where everyone can benefit from our prosperity.

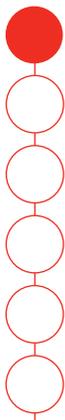
With your support, we remain strong and steady in our resolve to fight local poverty. Solutions won't happen overnight, but when I reflect on the more than 400,000 people who join us to stand with community every single day, I am confident we'll get there. Here's just some of what you've made possible so far.

Thank you for standing with community. For being part of the solution.



Daniele Zanotti  
President & CEO  
United Way Greater Toronto





# investing



Photo courtesy of The Labour Education Centre

United Way's Career Navigator, in collaboration with our labour partners, supports skills training and employment in the trades for a new generation.

## LOCAL LOVE IN ACTION, A SYSTEM-CHANGING GRANT AND ADDRESSING YOUTH VIOLENCE

**W**e love where we live. Vibrant communities. Strong people. World-leading quality of life. Despite this abundance and prosperity, poverty is hurting us. But thanks to you, we're changing that. Our refreshed investment model—a dynamic network of agencies bolstered by partnerships with 62 anchor agencies that target the places and people hit hardest by growing income inequality—is having real impact. After our merger with United Way of Peel Region, we've now completed our first year as United Way Greater Toronto, working with communities across Peel, Toronto and York Region. That perspective is enabling an amplified voice on the common problems we face in the GTA, while strong ties to individual communities help us understand how challenges manifest themselves differently. With knowledge and experience from our work across communities, we're bringing the greatest of our successes and adapting them to respond to issues in a local way. From homelessness prevention, to workplace development for the next generation, to new economic opportunities in neighbourhoods often left behind, we're putting your support—your local love—into action.

- To take on poverty, we must disrupt it at a systems level. Thanks to the Jalynn H. Bennett Social Change Fund, Systems Change Grants help civic partners collaborate and innovate on issues like food security and mental health. Almost \$1.4 million enables seven projects to engage 44 community partners, including a 360° Kids initiative that ensures young people receive timely support, reducing the likelihood of homelessness.

- In response to youth violence, we announced a \$1.94 million investment to build on strategic work that gets at underlying causes. These dollars expand successful programs that address the cycle of violence, connect young people to opportunity and coordinate community efforts. Programs like: Career Navigator™, netWORKS and FOCUS (Furthering Our Community by Uniting Services), an early intervention and prevention partnership between the City of Toronto, Toronto Police Service and community agencies. With over

2,700 youth now on better paths because of these programs, Career Navigator and netWORKS are moving into Peel and York Region.

- Neighbourhood Development Grants mark the expansion of our Building Strong Neighbourhoods Strategy into York Region. This \$400,000 investment over two years supports two agency-led coalitions, catalyzing community networks and helping residents make the change they want to see in neighbourhoods in Georgina and Markham.

### 2.3 MILLION

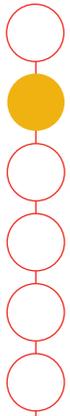
services delivered to people and families by 270 community agencies across Peel, Toronto and York Region.

### \$94 MILLION

investment in community.

### 29

number of agencies that received program funding from United Way for the first time under our renewed Community Services Sector Strategy.



# integrating



Celebrating United Way's Black Community Advisory Council's efforts to mobilize community members around #UNIGNORABLE local issues.

## OUR GTA-WIDE CAMPAIGN, CELEBRATING COMMUNITY LEADERSHIP AND PRIORITIZING TRUTH AND RECONCILIATION

**Y**our tremendous support and generosity helped fuel even more progress across our expanded geography as we merged and became one United Way Greater Toronto. We launched the largest United Way fundraising campaign in the world. At the Scotiabank Centre in downtown Toronto, United Way Campaign Chair and Scotiabank CEO Brian Porter announced our most ambitious fundraising goal ever—\$110 million to support communities in Peel, Toronto and York Region. Throughout the campaign, over 400,000 supported United Way by engaging and raising funds in their own unique ways, and stepped up by joining United Way’s signature annual events: the UP CN Tower Climb and Scotiabank Rat Race. They also raised awareness about #UNIGNORABLE local issues by volunteering with agencies, taking neighbourhood tours and hearing directly from those whose lives they helped transform. The result? A record \$110.3 million raised to improve the lives of many across our region. Thank you for standing with us. We couldn’t do this important work without you.

140,000

donors are helping us tackle local poverty.

35%

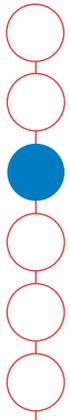
increase in incomes for people employed through Toronto Enterprise Fund, with many moving off Social Assistance.

- United Way has made truth and reconciliation with Indigenous peoples a priority. By convening an Indigenous Collaboration Community of Practice, we’re inviting individuals and organizations on similar journeys, to share information and experiences. We have much to learn about the breadth and depth of inequalities faced by Indigenous peoples and embedding this focus in our work will help us take action together on those inequalities.

- Community advisory councils in Peel mobilize community members around pressing issues. The South Asian Advisory Council is focused on gender-based violence, collaborating with 10 community partners. The Black Community Advisory Council has championed the Black Youth School Success Initiative, a five-year project to improve education, safety and health outcomes. And the Chinese Advisory Council is responding to community-wide concerns about mental

health with workshops focusing on recognizing signs and reducing stigma.

- For individuals who face barriers to employment—from mental illness and racialization to disability and conflict with the law—a chance at success can seem out of reach. The Toronto Enterprise Fund (TEF) connects them to employment and training opportunities. TEF has now expanded to Peel and York, enabling over 110 people and organizations to benefit from learning opportunities.



# informing

A United Way-supported agency helped Xica find housing she felt safe in as a trans woman.

## OUR ROLE AS THOUGHT LEADERS, TACKLING HOMELESSNESS AND GROUNDBREAKING RESEARCH

**S**olutions to the challenges that face our community won't come from one source; it's an all-in effort requiring the collective talent and commitment of many. That's why we bring our thought leadership and expertise to a host of tables, boosting and leveraging the bench strength of numerous networks, committees and partnerships to map out the path to real and lasting change. The CivicAction Board, the provincial Council for Youth Prosperity, Toronto's Newcomer Leadership Table, Healthy City Stewardship Committee in Peel, Toronto Community Benefits Network and the Community Data Consortium in York Region—these are just a few. On the issue of homelessness alone, we're proud to be joining forces with others to lead the work of Peel Alliance to End Homelessness, the City of Toronto's Housing Action Plan and York Region's Homelessness Community Advisory Board.

48

number of United Way-funded programs that help tackle homelessness.

570

programs delivered to people in places hardest hit by income inequality.

- *Getting Left Behind*, our third Poverty and Employment Precarity in Southern Ontario (PEPSO) report, revealed that too many people are still being left behind in today's workforce despite an improving economy. The report outlined an action plan calling on all sectors to take measures to mitigate the impact of precarity on workers and ensure that background and circumstances are not barriers to the labour market. Released in June 2018, the report has been widely cited as an authority on the issue of income inequality by the media, including the *Toronto Star*.

- While some economic outcomes for newcomers in Peel show promise, many continue to be disproportionately under-employed despite high levels of education. That's just one finding from two studies conducted by the United Way-sponsored Peel Newcomer Strategy Group. This comprehensive picture of newcomers in Peel is informing policy, programs and research to improve settlement and integration efforts.

- It's a different world with unprecedented challenges for today's youth. For those "furthest from the shore," disconnection from school and work is more than a personal loss, it's a missed opportunity costing Ontario almost \$2 billion a year. Not in Employment, Education or Training (NEET), a research partnership between the provincial government, United Way Greater Toronto and multiple agencies, will generate new knowledge about these youth to ensure that future policies and programs unlock their potential.

# innovating



BMO employees join CEO Darryl White at the inaugural Local Leaders List launch that recognized 230 corporate, public sector, agency and labour partners.



## WORKING WITH OUR PARTNERS IN A WHOLE NEW WAY

**T**hanks to our corporate partners, we're tackling poverty and the complex, interrelated issues—including unemployment and social isolation—that make it extremely difficult to break the cycle. An example?

Scotiabank's record-setting, five-year, \$15-million commitment will help ensure that the future for some of the GTA's most vulnerable children and youth looks brighter. The historic investment will help a network of community agencies across Peel, Toronto and York Region fuel real progress in young people's lives. Each year, this gift will connect 245,000 young people and their families to the services and programs they need to thrive—opportunities like after-school programs, summer camps, sports and recreation and parenting supports. All measures that ensure every child gets the best start possible.

850

workplaces supported our Campaign through fundraising and volunteering.

20,000

volunteers showed their local love to help tackle #UNIGNORABLE issues.

- We know that neighbourhoods with increasing inequality and a lack of social infrastructure face many challenges. To ensure that everyone has access to opportunity across the GTA, BMO announced a \$10-million gift in September 2018 that will pave the way for neighbourhood transformation. It will expand our strong neighbourhoods work into Peel and York Region, and support new efforts to work with other sectors to build inclusive local economic opportunity.

- We believe diversity is our strength and that everyone should

have the chance to thrive. But for the most marginalized, systemic barriers and discrimination put opportunities out of reach. Working with United Way, McCarthy Tétrault has invested \$5 million to boost inclusion for women, LGBTQ2+ individuals, Indigenous peoples, newcomers and those living with disabilities across Canada.

- While groundbreaking redevelopment has revitalized Regent Park, there's still work to be done to strengthen this emerging community. Daniels Corporation provided \$250,000

in seed funding to kick-start the development of a community-led Social Impact Fund to support community projects and initiatives that will help local residents thrive, furthering the goal of creating a healthy, vibrant neighbourhood.

- We launched the inaugural Local Leaders List, recognizing 230 extraordinary corporate, public sector, agency and labour partners, including Toronto and York Region Labour Council and Peel Regional Labour Council. They are giving back to the places where they live, work and raise families.



# influencing



More than 100 community organizations joined United Way CEO Daniele Zanotti to launch Ontario for All in the lead-up to the 2018 provincial election.

## ENSURING THE WELLBEING OF ALL ONTARIANS, GETTING TO WORK ON POVERTY IN PEEL AND SUPPORTING NEWCOMERS IN YORK

Civic engagement is an essential ingredient in creating strong public policy that truly meets people's needs. Indeed, meaningful change and lasting solutions must place community at the centre. That's the simple premise of Ontario for All, a 100-strong collective of community organizations. Convened by United Way in advance of last spring's provincial election, the alliance issued a call to action, putting poverty on the agenda and advocating for progress on #UNIGNORABLE issues like homelessness and unemployment. Today that work continues, as Ontario for All supports community partners in empowering and elevating the voice of residents through a variety of capacity- and collaboration-building opportunities, including planning workshops, a digital network and the creation of civic action teams that encourage community organizing.

### 95

programs dedicated to helping youth facing barriers thrive.

### 262

local residents employed through Community Benefits—and counting.

- Momentum for Community Benefits—and what they can mean for local residents in priority neighbourhoods undergoing major infrastructure projects—continues to grow. In Peel Region, advocacy has resulted in a framework for better jobs and futures connected to the Hurontario LRT. In York Region, we're exploring the potential for a pilot with the Human Services Planning Board. And in Toronto, we continue to partner with Metrolinx and labour on the Eglinton Crosstown,

with 262 local residents currently employed, and are expanding to new projects.

- We're fighting local poverty through the Peel Poverty Reduction Strategy Committee, co-chaired with the Region of Peel, which includes representatives from community groups, regional and municipal governments, education and health care systems. Its goal? To eliminate poverty in Peel and tackle interrelated issues like food security, affordable transit and housing.

- Getting the right information at the right time is key when you're trying to build a new life. Building Migrant Resilience in Cities, a research study with York University and others, explores how immigrants from different groups access information and services in York Region. It also looks at how service providers pass that information along and adjust to the changing needs of multiple communities. What we learn can make all the difference for newcomers.

inspiring



We partnered with worldwide colour authority Pantone® and world-renowned graphic illustrator Malika Favre to visually bring #UNIGNORABLE issues like domestic violence to life.

## MAKING LOCAL ISSUES #UNIGNORABLE, A MAGAZINE THAT INSPIRES #LOCALLOVE, AND THE POWER OF STORYTELLING

Local issues can be easy to ignore. Thanks to your support, we created something #UNIGNORABLE to help draw attention to issues, including poverty, hunger, homelessness and domestic violence. Issues that rob so many of opportunities. Designed with leading industry experts, a world-renowned artist and other talented collaborators, our national #UNIGNORABLE campaign—our boldest awareness campaign to date—turned heads and got people talking. In fact, our installation at Nuit Blanche—an all-night, city-wide celebration of contemporary art—was the most-visited in the event’s history. It helped us draw attention to issues we need to tackle together as a community. And it struck a chord: it won several prestigious awards and racked up 153 million impressions in the GTA alone, demonstrating the incredible power of art for social change.

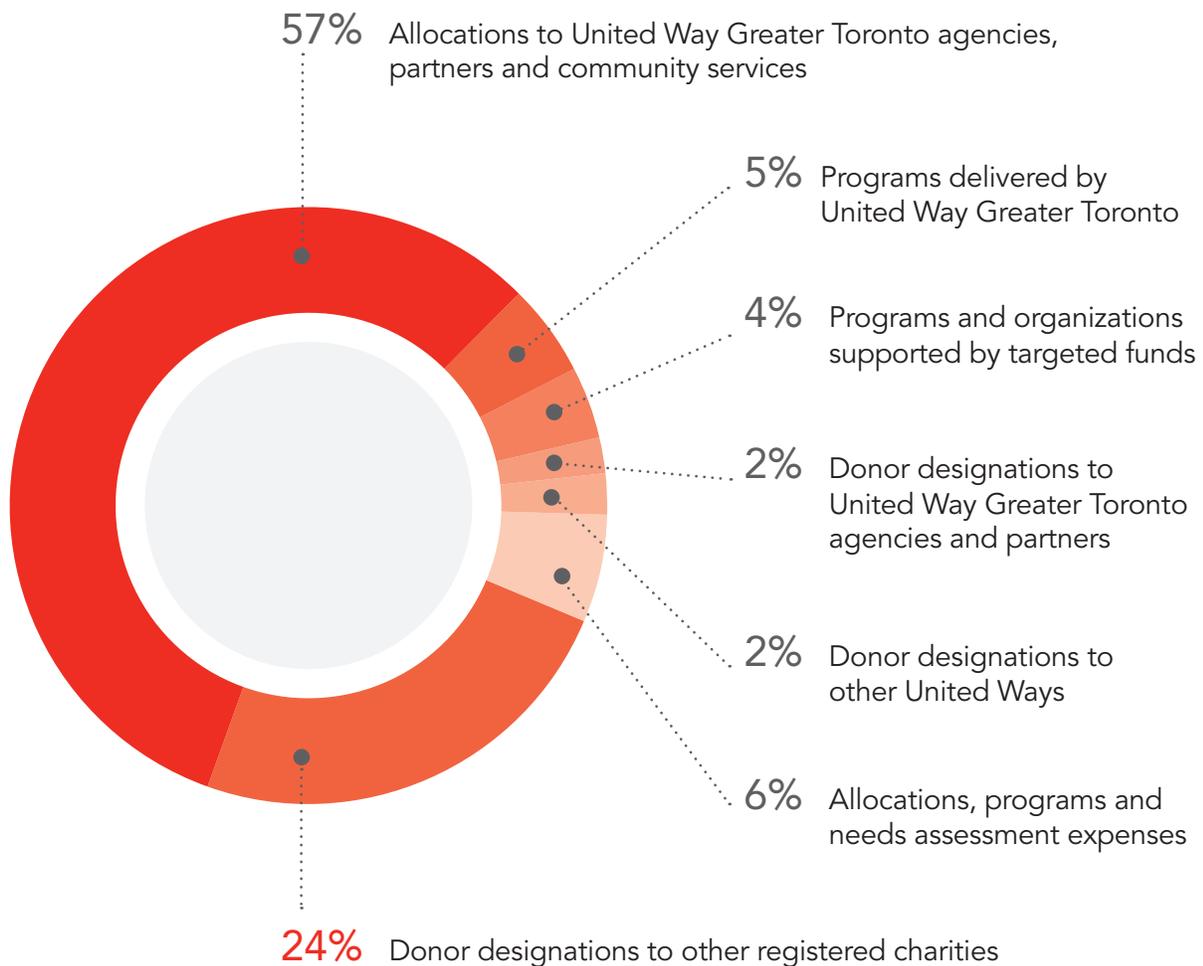
- LocalLove.ca—a digital magazine powered by United Way—launched last spring and has become a top source for living well and doing good, with profiles of inspiring changemakers, smart and simple ways to give back and challenging ideas and debates from some of the brightest minds in our region. The site has garnered 178,000 pageviews, attracting readers from as far as the UK, where *The Guardian* re-published “Why I hate when my friends say they’re poor,” which went viral.
- The Stephen Smith Family Challenge Grant, a transformational \$1 million gift, inspired donors across Greater Toronto to make a gift at the Leadership level (\$1,200) or increase their giving, helping us tackle #UNIGNORABLE issues like unemployment, child poverty and affordable housing.
- The UP2018 CN Tower Climb for United Way raised more than \$2 million—a record—thanks to 9,205 climbers who stepped up for people and families across Peel, Toronto and York Region.
- UPS showed its local love by bringing together community partners for the third annual plane pull fundraising event at Toronto Pearson Airport—all to tackle local poverty and help everyone thrive.
- 1,643 participants demonstrated their love for community, running through the downtown core in the Scotiabank Rat Race for United Way, raising nearly \$500,000 to help everyone in our community prosper.

# 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 2018-2019, our total disbursements to the community were as follows:**



# MANAGEMENT DISCUSSION AND ANALYSIS

Over the past year, Management focused on three areas:

- Increasing our brand relevance and growing revenue;
- Becoming one United Way Greater Toronto (UWGT) serving Peel, Toronto and York Region;
- Developing a Multi-Year Fiscal Sustainability Plan to mission-proof our organization for long-term success.

## INCREASING OUR BRAND RELEVANCE AND GROWING REVENUE

In close collaboration with United Way Centraide Canada and eight United Way partners across the country, we launched a new marketing campaign under the theme of #UNIGNORABLE. To bring attention to local issues like homelessness, domestic violence, mental health and social isolation, we partnered with worldwide colour authority Pantone® to create the most #UNIGNORABLE colour in the world. We also worked with world-renowned graphic illustrator Malika Favre to bring the new colour to life in a series of graphic illustrations aimed at generating greater attention to the issues that we care about in our community.

The campaign has already made an impact in increasing United Way's brand relevance. Our metrics in the GTA showed a significant bump in a number of brand affinity indicators among all age groups. Additionally, for the first time in a decade, we saw a marked increase in our United Way familiarity brand metrics.

In a market of increasingly digitally savvy donors, UWGT continued its investment in Salesforce Philanthropy Cloud (SPC), a giving and engagement software platform, in partnership with United Way Worldwide and Salesforce.org. In the past year, nine corporate partners signed onto SPC. We expect take-up on this new platform to grow considerably in the year ahead, especially as we are now ready to share links to volunteer and engagement opportunities as part of the platform's offerings.

Investments in brand relevance and the SPC platform underpinned growing United Way revenue in the short-term and, hopefully, bode well for our long-term future too. In February, we announced the highest United Way campaign achievement in the world, which allowed us to make a record investment in our community.

Thanks to the engagement of more than 400,000 people during the campaign, UWGT is investing \$94 million in a network of agencies across Peel, Toronto and York Region in the coming year. Next to government, United Way remains the largest funder of social services in local communities in Greater Toronto.

## BECOMING ONE UWGT

On April 1, 2019, we celebrated the one-year anniversary of the merger between United Way of Peel Region and United Way Toronto & York Region. In this first year of our new United Way Greater Toronto, our goals for operational integration were achieved, with a common

approach to systems, policies and processes now in place across our organization.

Additionally, our merger has already leveraged new investments in our expanded geography. This included new commitments of over \$300,000 for youth success, over \$130,000 for the Peel Community Benefits Network and the seeding of new social enterprises in the region. In the first year of the Greater Toronto campaign, we secured new corporate partners, like Microsoft, and new employee campaigns. And we deepened local research with *The Opportunity Equation* and *Getting Left Behind* reports, all featuring a regional focus.

As we move forward, we continue to explore ways to leverage our new regional footprint for greater impact, more meaningful engagement and ultimately more dollars locally across Peel, Toronto and York Region. This means embedding local presence, local knowledge and local relationships in our business planning, community investment framework and strategic plan.

## DEVELOPING A MULTI-YEAR FISCAL SUSTAINABILITY PLAN

As in most other sectors, philanthropy is operating in a rapidly changing environment, marked by new trends in giving, a desire for local engagement, a noisy marketplace of ideas vying for the public's attention, as well as the ongoing acceleration of digital technology.

In this environment, our organization is embracing a new reality of disruption, adaptation and change.

At the core of our approach is an unshakeable commitment to mission-proof our business model, so that we can ensure our contribution to strong communities for the long term. In the past year, we launched a three-year plan to invest in our transformation, while keeping our investments in community as stable as possible. This plan includes a planned deficit over the course of the next three years, with a view to returning to a positive fiscal situation in the medium term.

These investments will allow us to focus on the following priorities:

- Sustaining urgently needed funds in a rapidly changing community sector;
- Investing in what we believe are areas of growth—new brand, innovative partnerships with a focus on co-designing multi-year impact programs, regional scale that allows us to be fiercely local and new digital capacities like SPC;
- Focusing on mission-critical capabilities inside our organization.

In order to drive this multi-year plan forward, we have identified three business priorities for the upcoming year:

1. Grow UWGT revenue;
2. Revitalize our operating model;
3. Refresh our community investment strategy against our new geographic footprint.

Stay with us as we mission-proof our organization for more and greater service to our community.

## 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 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 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 and 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 \$110.3 million in our 2018 Campaign for our community—our biggest achievement ever.

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 17.6%. We maintain a strong focus on operational efficiency and our diligence is reflected in the cost ratio.

Due to the success of our 2018 Campaign and prudent fiscal management, our Unrestricted Net Assets is healthy at \$16.3 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 \$80.7 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.

**2018-2019 RESULTS AND RECENT TRENDS:**

Fiscal Year	2018-2019	2017-2018	2016-2017
Total gifts	\$ 144,595,000	\$ 131,982,000	\$ 132,001,000
Total distributions and community programs	\$ 129,745,000	\$ 122,860,000	\$ 120,230,000
Cost revenue ratio	17.6%	16.9%	15.0%
Investment income/(losses)	\$ 2,653,000	\$ 5,601,000	\$ 9,469,000

To read our full 2018-19 Audited Financial Statements, visit [unitedwaygt.com/annualreport](http://unitedwaygt.com/annualreport).

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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Resource Development

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**Bruce McCuaig\***

**Patricia O'Campo\***

**Jamison Steeve\***

\* Committee member also serves on the United Way Greater Toronto Board of Trustees

\*\* Has resigned from the Board

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**Kwame McKenzie\***

**Jenn Miller**  
Atkinson Foundation

**Peter Milovanovic**

**Naki Osutei**  
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**Brenda Patterson**  
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**Andrew Robertson\***

**Elaine Walsh\***

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**Jane Rowe\***

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**Nancy McConnell**  
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**Tyler Turnbull**  
FCB Canada

**Susan Walker**  
Independent Consultant

**Damon Williams**  
RBC

**Beth Wilson**  
Dentons Canada LLP

\* Committee member also serves on the United Way Greater Toronto Board of Trustees

Campaign Chair Brian Porter and United Way Greater Toronto President and CEO Daniele Zanotti celebrate our 2018 campaign achievement. The dedicated efforts and remarkable leadership of our Campaign Chair helped us raise \$110.3 million to tackle local poverty.





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