



It's about more than charity; it's about social justice

2020–2021 United Way Greater Toronto
Annual Report



WORKING WITH
COMMUNITIES IN
PEEL, TORONTO &
YORK REGION

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**It's about
more than charity;
it's about
social justice.
How do we get there
together?**





Message from Daniele

Over this extraordinary year, our community has been challenged by COVID-19, not just its impact on our health, but the umpteen ways it has upended people's lives — both those who've often known need and those who have never, until now. Our community has been exposed. The depth of the inequities that make up our every day, that are built into the very neighbourhoods in which we live — and how they reduce the quality of life for so many — are no longer ignorable.

In the face of these stark realities, we've also seen remarkable resilience and hope. How our United Way, 65 years in the making, has been able to harness collective efforts and respond in ways unthinkable only a short while ago. And how, while still in the midst of crisis, we are already looking ahead, reimagining a more inclusive community.

The lesson of our pandemic experience is in truly acknowledging the human cost of the negative forces at work in our community — persistent and pervasive systemic racism and discrimination, rising income inequality and precarious employment, to name a few — and understanding that we have not just the power, but the obligation to act, to change them.

More than ever, we are committed to that ideal in our own workplace and in our own community. To using everything we are and everything we have to strengthen that social safety net that has become a lifeline for so many; to make the progress accelerated over the past year permanent and to go beyond challenging those forces, to beating them. Everyone deserves a fair chance. It is that simple. And it is about more than charity; it is about social justice. How can we possibly settle for anything less?

We know we don't have all the answers. But we also know that with your support, we are ready — poised, emboldened and resolved — to move mountains. And together, only together, we can.

In community,

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

Daniele Zanotti
President & CEO
United Way Greater Toronto

How are we leading the change we want to see?



▲ Kemi Jacobs, Executive Director of the Delta Family Resource Centre walks Daniele Zanotti, President & CEO, UWGT, through their food access program.

We've always been dedicated to moving the needle on the biggest issues, using evidence-based research to understand the problem and guide our ambitious advocacy agenda. Over the past year:

We've placed equity at the centre of our pandemic response and as we focus on the road ahead. Always a part of our DNA and foundational to our approach of supporting the people and places in greatest need, our organizational commitment to equity, now with a renewed focus, is expressed in our vision and priorities, and anchored in a comprehensive Equity and Reconciliation Action Plan. We know that poverty and discrimination are intertwined and fighting local poverty means dismantling systemic racism. This plan keeps us accountable in taking clear and measurable steps, starting with our internal culture and radiating out to every aspect of our work, from grant making and data collection to advocacy and communications.

In 2020-21, here's what that work included: United Way's participation at the Premier's Council on Equality of Opportunity, where we've had the opportunity to influence provincial policy; supporting Indigenous social services' emergency response efforts by embedding increased funding for Indigenous-led organizations throughout all grant streams; building relationships with the Network for Advancing Black Communities and others to develop shared

understanding and practice in enabling Black-led, Black-focused and Black-mandated organizations; and our passionate advocacy for targeted strategies to assist the racialized and low-income neighbourhoods that place-based data confirmed as the hardest hit by COVID-19. Case in point: Working with community partners like the Rexdale Community Health Centre and Health Commons Solutions Lab, we didn't just call for an innovative approach; we piloted it. And the model — incorporating outreach through community ambassadors, local testing and wraparound supports — first used to encourage testing to curb the spread of the virus, was picked up by the province and extended to include the rollout of the vaccine in hot spots. In the neighbourhoods of Black Creek and Humber Summit, this kind of community partnership helped vaccinate more than 100,000 people locally.

This focus will continue, championed by dedicated funds like the Barrett Building Opportunities Greater Toronto Fund, a catalyzing gift to seed and drive long-term change for equity-seeking communities across the GTA.

Headway on Homelessness

United Way Greater Toronto supported a crucial shift on homelessness, working with the City of Toronto to convene a task force that includes leaders from the Indigenous and Black communities. Our COVID-19 Interim Shelter Recovery Strategy Report identifies short-term practices to minimize the spread of COVID-19 and leverage more permanent solutions that move us from managing homelessness to ending it. Together with community partner Maytree, we also endorsed the city's COVID-19 Housing and Homelessness Recovery Response Plan. More broadly, we've continued the good work of the National Housing Collaborative, which resulted in several policy wins, including implementation of the portable housing benefit in Peel. Now operating as the Canadian Housing Policy Roundtable, this pan-Canadian coalition recently shared three policy proposals focused on affordability, homelessness and evictions with the federal government.

22%

People using Toronto's shelter system for more than six months.

Precarious Employment and Emergency Leave

After producing three Poverty and Employment Precarity in Southern Ontario reports — helping to bring precarious employment to the public eye and political agenda — and advocating for progressive public policy for a decade, we know this issue better than anyone. Nothing is more emblematic of job precarity than the issue of paid sick days, which has become a matter of life and death for front-line workers during this pandemic. Continuing to ring the bell through the United Way-funded Ontario for All coalition — which builds capacity within the sector for advocacy and mobilization on key issues — we brought almost 200 United Ways and agencies from across the province together to issue a call to action. And we formally endorsed municipal calls from Brampton, Mississauga and Toronto, while also successfully pushing to expand the notion of sick leave to emergency leave, so that workers can take the time they need to care for ill loved ones, as well.

12%

Workers in precarious employment who are paid if they miss work.



“United Way was one of the first funders who understood what we were doing early on and stuck with us in the process of it all,” says Gessesse. “They understand the unique barriers that Black and Indigenous youth face and are willing to put their dollars behind it.”

—Agapi Gessesse,
Executive Director,
CEE Centre for Young
Black Professionals

Toronto Star, Black Resilience table tackles inequity through collaboration, November 21, 2020

How are we working together to respond to COVID-19 and create lasting solutions?



▲ Volunteers with Access Point on Danforth's Food with Dignity program get to work in the kitchen. Credit: Courtesy of Nicholas Jones.

We've always been our community's social services backstop, a network of agencies nurtured over decades, yet we've never been more appreciated than in our united response to immediate and sustained need under COVID-19. Together with partners, that same network has kept its eyes on the future, elevating new models for shared prosperity to lead cross-sector solutions. This past year, United Way Greater Toronto supported:



575 social service agencies



1,400 programs and initiatives



2.2 million people

Over the past year, we worked with more than 400 community agencies, and regional and municipal governments at over 20 local coordination tables to meet urgent needs. We collapsed the distance between the front lines and decision makers to solve problems in real time and streamline equitable allocation of donations and resources, from food to digital devices. What did that look like?

Peel

In Peel, we were able to respond to emerging issues with real momentum and a collaborative approach. One example: The community-based APNA Health campaign, spearheaded by the Council of Agencies Serving South Asians and anchor agencies like Indus Community Services and Punjabi Community Health Services, provided crucial COVID-19 resources and information in multiple languages to support at-risk members in the South Asian community.

Toronto

Toronto's neighbourhood and Black Resilience tables worked together, pioneering new models in service delivery for families in need. Food access was a serious issue. Partners problem-solved to create made-in-the-neighbourhood food depots that pooled agency resources and people power to get food to historically underserved communities. Through prepared meal initiatives alone, which engaged partners like Maple Leafs Sports & Entertainment Partnership and Second Harvest, 70 local groups and agencies, including Delta Family Resource Centre, delivered 225,000 meals.

York Region

In York Region, tables focused on food, seniors and homelessness. Partners dedicated to supporting those experiencing homelessness during the pandemic created a sector-first solution for women and children escaping domestic violence. They directed federal funds to open the first transitional shelter, supported by Sandgate Women's Shelter and Yellow Brick House, so more than 70 households could self-isolate before safely transitioning into the shelter system or housing.

A unique project, Enabling Volunteerism, did just that, with Volunteer Toronto, Volunteer MBC and Volunteer Markham working in unison to screen, train and mobilize 75,000 volunteers across our region.



“Would Zoom sessions work? There was no study that we could look at, there was no best practice...We became successful because I think the staff, the community, the funders, the professions, they all worked together to sort out a particular problem. I think that's what was so good because United Way, as the funders, allowed that flexibility to happen.”

—Baldev Mutta, CEO,
Punjabi Community Health
Services

The Pointer, In a year like no other, United Way asks for donations to help Peel's most vulnerable,
December 29, 2020

Flexible Funding

Flexible funding enabled our core network of almost 280 agencies to do what they do best: pivot as necessary to work in new ways and address new needs. That meant organizations such as MIAG Centre for Diverse Women and Families moved key programming, including mental health services, online, while others like Agincourt Community Services Association shifted into emergency food assistance.

Collaborations

By stewarding coordinated and collaborative efforts, we exponentially boosted the reach and impact of these individual initiatives.

- 200 Doors, a collaboration among eight local agencies in York Region, worked with 150 landlords to house over 340 individuals.
- CEE Centre for Young Black Professionals coordinated and supported six grassroots organizations to provide members of the African diaspora with food access, mental health counselling and support.
- The Financial Empowerment Initiative, encompassing no less than seven agencies, supported thousands of households in completing their tax returns and accessing low-income credits and emergency government benefits, which resulted in an astounding \$5.7 million realized by participants through tax refunds and benefits.
- Findhelp 211, an award-winning 24-7 health, social and government services navigator available in 150 languages and first launched in the GTA back in 2002, went nationwide.

Inclusive Local Economic Opportunity

Innovation did not stop with the pandemic. In our work with corporate and community leaders, we moved from plan to action to deliver on a new promise for neighbourhood prosperity. Convened in partnership with BMO, the Inclusive Local Economic Opportunity (ILEO) initiative in the Greater Golden Mile includes the ILEO Corporate Charter, signed by the CEOs of 15 leading and committed companies. Through five pilot projects, ILEO is already resulting in new job pathways and refreshingly local solutions, like a 51% community-owned construction company — a joint partnership between Aecon and the Centre for Inclusive Economic Opportunity (CIEO). The CIEO was founded as part of ILEO by 10 local community partners, and it cements the principles of community ownership and decision-making by hiring, building and sharing profits locally.

Model for Community Safety and Well-being

After seven years of success in reducing crime and victimization, and building community resilience through FOCUS Toronto — a partnership with the City of Toronto, Toronto Police Services and community agencies — United Way supported the development of a similar Peel Situation Table, launched with 40 participating organizations in January. As consultants and steering committee members, we advised on outreach strategy, governance structure and partnership development, particularly the importance of embedding equity in the model through the inclusion of ethnocultural lead organizations that play an essential role in responding to situations and mitigating harm.



“Thank you @uwgreaterto for all of your continued support throughout the many years our organizations have been in partnership with each other.

Your guidance, leadership, understanding and flexibility has truly helped @ceetoronto to develop into it’s true potential.”

—@shereenashman @kof_life

COVID-19 RESPONSE PROGRAMS ADDRESSED THE GREATEST NEEDS



59% supported food access



40% enabled digital access, programs, resources and services



47% developed and delivered remote social, learning and community initiatives



34% supported mental health and wellness

How are we building stronger communities?



▲ VHA Home HealthCare places human connection at the centre of support services for seniors and others. Credit: Courtesy of VHA Home HealthCare.

We've always used our funding expertise and deep roots in community to drive impact, but this past year, we expanded our reach beyond donor dollars and plotted new pathways to develop community capacity and leadership. Over the past year:

When the Government of Canada needed to get emergency community support out the door and on the ground, they entrusted the job to United Way. We brought our granting expertise — deep knowledge of the issues and populations affected, connection to community and commitment to inclusion — to an expedited process. With an equity and geography lens, intentional and intensive outreach to specific populations, and support for collaboratives and trusteeships to improve access to funding for emerging organizations, we administered the following three federal funds.

New Horizons for Seniors

Administered \$850,000 to more than 50 programs serving isolated seniors, like WellFort Community Health Services, which delivered food hampers to racialized seniors in Malton and Brampton.

Reaching Home COVID-19 Emergency Fund

Almost \$4.5 million for over 40 programs serving more than 9,300 people struggling with homelessness in York Region. One initiative: Through CMHA York and South Simcoe, mental health workers reach deep into the community to support the most vulnerable.

Emergency Community Support Fund 1 and 2

Over \$21 million funded more than 475 wide-ranging programs, from food security and shelter for the Chippewas of Georgina Island to TAIBU Community Health Centre's trusteeship of four local agencies providing continental African communities with culturally appropriate food, mental health and system navigation services.

Local Love Fund

In the first days of the pandemic, we created a GTA rapid-response Local Love Fund. Almost \$2.3 million of that fund activated 200 emergency programs to support residents tackling familiar but intensified issues like food security and mental health, as well as challenges that came with COVID-19. Several programs, like one through Eritrean Parents Liaison Council — one of four grassroots organizations trusted by Northwood Neighbourhood Services — focused on the growing digital divide, providing devices and internet access to enable people to connect to educational, government and social supports, while Maamwizdaa provided community care and activity boxes to Indigenous families.

Allan Slight Seniors Fund and General Mills Food Grants

Dedicated grant programs like the Allan Slight Seniors Fund and the General Mills Food Grants continued to focus on innovation and seeding new systems-level approaches to support vulnerable seniors and improve food access. But they also contributed to the all-in pandemic efforts, with some funds deployed to crisis response. Big Brothers Big Sisters of Toronto, for example, matched dozens of children and youth with socially isolated seniors for virtual and physically distanced outdoor visits. And with many unable to access neighbourhood food banks due to COVID-19 restrictions, the Mississauga Food Bank's delivery program provided food to almost 1,000 households.

Social Justice Fellowship

Born out of a unique partnership between United Way Greater Toronto and the University of Toronto's School of Cities, the Leading Social Justice Fellowship is a bold, new leadership development initiative for individuals from the public, private and community sectors who want to rebuild an equitable and inclusive region. The intersecting crises of the COVID-19 pandemic, systemic racism and climate change have disproportionately impacted the most vulnerable in our communities. Social justice movements such as Black Lives Matter and #MeToo have shone a spotlight on social inequities and captured the imagination of many. Realizing the opportunity for transformational change in this moment calls for courage and a different kind of leadership, the fellowship will equip over 50 participants with the tools, reflective practices and cross-sectoral networks to enable them to be agents of change in their organizations and communities.



“We went from doing 165 to 200 meals a day before COVID, and this week we did 667 a day,” she says. “And the only way we’ve been able to do that is through grants through the United Way or the federal government, community support programs or private donors.”

—Gail Gould,
Executive Director,
Bernard Betel Centre

Toronto Star, Bringing food — and hope — to seniors in isolation, November 21, 2020



“When #covid19 hit, @BCCFarm put together an emergency food program to serve our community, which was one of the hardest hit by the pandemic. We’re also one of the poorest neighbourhoods in Toronto, facing numerous systemic barriers such as underemployment and over policing.”

—Leticia Ama Deawuo,
Director, @BCCFarm,
Hunger at Home, a panel
conversation

Community Advisory Councils

Having a close connection to community through our advisory councils was vital to understanding unique challenges and responding to them. Through concerted outreach and promotion, including ethno-specific information sessions, councils ensured that pandemic response funding reached equity-seeking communities that had been under-represented. New grassroots organizations within communities received support, as did community-led projects that address culturally relevant needs and services. As well, over the past year:

- At a time when anti-Asian hate crimes are on the rise, the rapid research project the Chinese Advisory Council supports as a community partner — a Government of Canada-funded collaboration with Ryerson University and the University of Toronto and others begun last year — released an abstract on COVID-19, Racial Discrimination, and Psychological Distress. The Chinese Advisory Council also worked with local police services to support residents impacted by discrimination.
- The South Asian Advisory Council continued to place a spotlight on gender-based violence — so important when a spike in domestic violence behind closed doors has warranted the term *shadow pandemic*. In particular, they participated in the Peel Committee Against Woman Abuse’s multi-lingual information campaign You Are Not Alone.
- The Black Community Advisory Council hosted its annual Black Leadership and Recognition Breakfast in February. An historic event this year, it pulled 400 people together from Peel — and, for the first time ever, Toronto and York Region too. COVID-19 could not keep community down, and folks connected online to recognize trailblazers and engage in a timely conversation on resiliency and strategies to support the Black community during the pandemic.

EMERGENCY FUNDING WIDENED THE CIRCLE:



Agencies new to United Way



Trusteed organizations = more grassroots agencies and equity-seeking groups benefiting



Programs targeted to support racialized communities



Programs targeted to support Indigenous communities



Programs targeted to support newcomers and refugees



Programs targeted to support the LGBTQ2S+ community



“Thank you, truly! These funds are hitting the ground and getting to those who need the support most! @ACSAtoronto has been delivering hampers filled with essential items including food to households #ECSFund #community Thanks to @UWGreaterTO for helping us move quickly!”

—@ACSA_ED

How are we empowering philanthropy to fuel change?



▲ People and organizations across the GTA supported our community like never before.

We've always counted on the support of people who are invested in community, but this year you joined us for every step of an unprecedented journey and responded to our call to dig deeper and fight poverty harder than ever before. Over the past year:

When no sector was spared the impact of COVID-19, when the future was uncertain and giving harder, you showed a higher love for community. New and long-time supporters, individuals and corporations, labour, government and agencies came together like never before. Every donation counted, and we are indebted to everyone who prioritized their commitment to community, including these notable donors.

- The more than 150 generous volunteers of our Board of Directors and mighty Campaign Cabinet and Major Individual Giving Cabinet, led by Joanna Rotenberg, who met the challenge of campaign chair Bharat B. Masrani — our north star through this campaign unlike any other. Together, they matched donations up to \$7.5 million.
- A truly corporate and community leader, 407 ETR, which was one of the first to step forward, and pledged a \$4-million multi-year investment in COVID-19 response and ongoing support for our network of agencies.
- The Azrieli Foundation, which entrusted United Way with a gift of \$1.5 million toward the Women's Impact Fund to support women and their families through COVID-19 crisis, recovery and rebuild.
- Polar Asset Management Partners, which rallied other industry and community leaders, including Canso Investment Counsel, Birch Hill Equity Partners and Stephen Smith and Diane Blake, to match gifts to the Local Love Fund up to \$1.5 million.
- The Harquail Family, whose generous \$1-million challenge gift inspired over 250 new donors to give \$10,000 or more to United Way for the first time.

Labour

Our congratulations and thanks to the Toronto & York Region Labour Council as they mark a major milestone: 150 years since they took up the fight for social justice for working people. With the Labour Council as founding partners, we've been supporting that collective voice for dignity and fairness from our inception 65 years ago. Together we've made strides: reducing job precarity, improving worker protections and expanding employment opportunities for equity-seeking groups through Community Benefits frameworks. The spirit of solidarity that inspired so long ago is just as relevant now, and we count on the continued dynamism of the United Way–Labour partnership as we all put our efforts towards building back better.

Local Love in the Time of COVID

Engagement was different this year; it had to be. Gone were the feel-good moments that have brought us together over the years, like UP, the CN Tower Climb and Scotiabank Rat Race. But people still put their support into action, with over 3,000 joining the GetUp virtual physical challenge to raise close to \$765,000 for community.

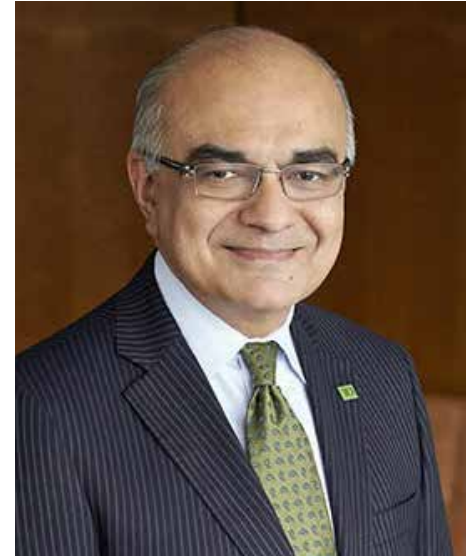
And as some barriers went up, others went down. With a deep desire to understand the crisis on the ground, people got up close and personal with the issues, tuning in to our webinar series to hear from community experts about our pandemic response, food security, the impact on seniors and vulnerable populations, and a special panel discussion with corporate and community leaders from the GTA's Black community, *Let's Talk About Racism*. Other engagement offerings ranged from virtual neighbourhood tours and panels on myth-busting homelessness to fun family-focused online events. And our regular email update, chock full of the latest developments, kept 130,000 supporters informed and connected.

Thank you for stepping up in a whole new way when your community needed you most.

SUPPORTING THIS YEAR'S EXTRAORDINARY CAMPAIGN:

1,184
workplaces

113,000
donors



“It is no small task to fundraise during challenging economic times, but I am guided by my firm belief that a strong, co-ordinated network of front-line agencies working together is one of the most impactful ways to fight local poverty and empower our communities as we work toward an inclusive recovery.”

—Bharat Masrani, CEO,
TD Bank Group and
2020 United Way
Campaign Chair

Globe and Mail, As charities suffer through the pandemic, those with means can and must do more to help, October 13, 2020

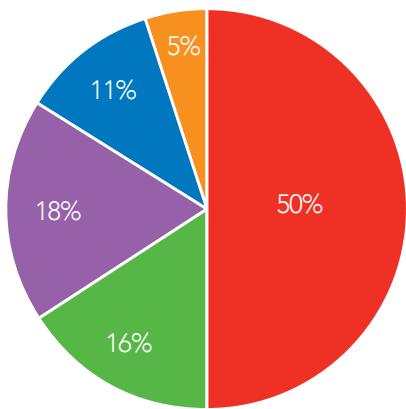
Stewardship

OUR COMMITMENT TO YOU

We work to ensure that your generous gift helps meet urgent needs and improve social conditions at the intersection of poverty, equity and geography.

In FY 20-21, distributions and community programs represented \$143.3 million, per United Way Greater Toronto (UWGT), Financial Statements-Statement of Operations. The breakdown is as follows:

\$143.3 MILLION



- 50%** **\$72.0 million:** Community investments through UWGT network of agencies, partners and community services
- 18%** **\$26.4 million:** Government Emergency Funded Programs
- 16%** **\$22.3 million:** Donor-directed designations to other United Ways and other registered charities
- 11%** **\$16.0 million:** Community Services and Program Support
- 5%** **\$6.6 million:** Programs and organizations supported by restricted gifts and government grants

MANAGEMENT DISCUSSION AND ANALYSIS

DEVELOPING A MULTI-YEAR FISCAL SUSTAINABILITY PLAN

In response to the changing philanthropic landscape, United Way Greater Toronto (UWGT) continued the implementation of its Board approved strategic road map — “Now, New, Next” — with the following business priorities:

1. Become a centre of excellence in philanthropy
2. Develop leading cross-sector solutions
3. Use engagement as a tool for change
4. Adopt enterprise insight decisions
5. Turn outward to work with community

In addition to adapting to the COVID-19 pandemic in FY 20-21, UWGT remained committed to its business priorities. In fact, the conditions and financial uncertainties brought on by the COVID-19 pandemic validated the strategic road map, pushing UWGT to pivot faster.

In the past year, UWGT maintained the financial commitments to its Community Investments, Community Services and Program Support, working together with its network of agencies and community for solutions to meet existing and emerging community needs.

United Way Greater Toronto saw the resilience of its donor and volunteer based, which showed up stronger than ever before and responded to the crisis caused by the COVID-19 pandemic. And finally, as a trusted partner to all levels of government, UWGT was the recipient of certain government emergency programs, where its grant management expertise and knowledge of local community needs were leveraged.

During the pandemic, UWGT’s reserve asset portfolio was liquidated to cash as a preventive measure,

should a shortfall in revenue have arisen. This step was taken so that financial commitments to our network of agencies would be maintained.

Looking ahead, UWGT will keep driving and accelerating the implementation of its strategic road map, while being agile and nimble to maintain the financial commitments to its network of agencies and provide for stability as long as possible.

FINANCE, AUDIT & RISK COMMITTEE REPORT

GOVERNANCE & FINANCIAL TRANSPARENCY

United Way Greater Toronto has a strong, independent Finance, Audit and Risk Committee comprising of eight members for FY 20-21. 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 standards.

Adapting to COVID-19 being declared as a pandemic by the World Health Organization in March 2020 and pivoting to a digital office and remote workforce, KPMG issued an **Unqualified Audit Report** — and similar to last year, KPMG concurred with management that UWGT met the requirements of being **a going concern for this coming fiscal year**. Key items in KPMG’s review included compliance with a new ASNPO Audit Standard (i.e., CAS 540), risk assessments specifically targeted at the impacts of the COVID-19 pandemic, control testing over key financial information systems and compliance with agreements for the Government Emergency Funding to UWGT.

And as reflected in the UWGT Audited Financial Statements, Retirement Plan for Employees of UWGT (Registered Pension Plan-RPP), the RPP has been terminated as at December 31, 2020.

FINANCIAL HIGHLIGHTS

United Way Greater Toronto’s continued investments in its network of 280 agencies and community partners was again anchored by the diversification of its fundraising sources. Over 100,000 workplace, corporate and individual donors contributed to

this financial health. Special one-time Government Emergency Funding, one-time donations and pro bono support — from legal services to donated media advertising space — added to this extraordinary outpouring of generosity in an unprecedented year.

FY 2020-2021 RESULTS & RECENT TRENDS

Fiscal Year	FY 2020-2021	FY 2019-2020	FY 2018-2019 *
1. Total \$\$\$ from Revenue Activities	\$121.7 million	\$132.6 million	\$144.6 million
2. Total \$\$\$ from COVID-19 Pandemic & Emergency Revenue Activities	\$41.8 million	\$500,000	
3. Total \$\$\$ from Government Grants & Other Income	\$2.8 million	\$3.2 million	\$3.5 million
4. Total \$\$\$ from Investment Activities — Realized & Unrealized Gains	\$9.4 million	(\$4.1 million)	\$2.0 million
5. Total Distributions & Community Programs **	\$143.3 million	\$121.5 million	\$129.7 million
6. Fundraising Cost-Revenue Ratio ***	15.9%	15.4%	17.6%
7. Operating Surplus / (Deficit)	\$11.5 million	(\$9.9 million)	(\$5.7 million)

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

** Total Distributions & Community Programs at \$143.3M for FY 2020-2021 – and includes \$26.4M of Government Emergency Funding for Community.

*** FY 2019-2020 was reported at 16.3% last year; re-stated at 15.4% due to revised calculation that has revenue excluding government contributions and investment activities.

REVENUE

Through the COVID-19 pandemic, total revenue was at \$166.3 million [items 1, 2 & 3] when excluding UWGT's activities for its investment portfolio [item 4]. COVID-19 Pandemic and Emergency Revenue Activities contributed \$41.8 million, composed of one-time Government Emergency Funding and UWGT's "Local Love Fund in a Global Crisis" campaign. The Fundraising Cost-Revenue Ratio continued to be low at 15.9% [item 6], with continued focus on operational efficiency.

COMMUNITY INVESTMENTS, DISTRIBUTIONS & PROGRAM SUPPORT

United Way Greater Toronto maintained robustness at \$143.3 million, which includes the one-time \$26.4 million from Government Emergency Funding [item 5].

OPERATING SURPLUS

When including UWGT's activities for its investment portfolio [item 4], the Operating Surplus was \$11.5 million [item 7], serving to strengthen UWGT's liquidity position.

GOING FORWARD

All equity assets of the Financial Reserve were liquidated to cash and cash equivalents, and the asset mix of The Tomorrow Fund™ was rebalanced, resulting in total gains of \$9.4 million — derisking UWGT's "illiquid" and "investment risk" position in the market and providing the necessary cash robustness for UWGT's ongoing Community Investments, Community Services and Program Support in FY 21-22.

United Way Greater Toronto has committed and confirmed community investments of at least \$66.4 million to its network of agencies for the period of April 1, 2021, to March 31, 2022.

Certain agency contracts that were coming to an end have been extended for an additional year to March 31, 2022, and continue to offer flexibility with UWGT funds in the next year.

Prudent financial management at UWGT remains a priority, with Operating and Financial Reserves being maintained at healthy levels, in the range of seven months. Both are financial indicators of the health and sustainability for UWGT, deemed a going concern for the year ahead, especially with the financial uncertainties of the COVID-19 pandemic.

To read our full 2020-2021 Audited Financial Statements, visit annualreport.unitedwaygt.org.

2020-2021 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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