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From here to there: bringing a future without poverty into focus

For over two years now, the United Way social safety net has been stretched to its limit. Together, we have worked steadfastly to respond to the deepest needs in our region: the interconnected hardships that are homelessness, food insecurity, precarious work and inadequate income, mental health and so much more. None of these issues new, many perpetuated by historical and ongoing inequities, structural discrimination and racism, and all exacerbated by the pandemic.

People across our community have been affected. But the gravest impact has been the disproportionate one on individuals and families already experiencing poverty — many who live in neighbourhoods characterized by low income, many who are Indigenous, Black or racialized, persons with disabilities, 2SLGBTQ+ people, women and newcomers. Pushed further into poverty, they continue to persevere in the face of steep challenges.

United Way was built for responsiveness, and throughout this crisis our experience as a fundraiser, grant maker and systems connector has been put to the test. But together with you and the support of our partners — government, corporate, institutional, donor and agency — we have delivered for community like never before: directing funds, coordinating support and streamlining resources to keep individuals, families and communities going and to mitigate what for some have been catastrophic effects of the pandemic.

In the grassroots of emergency though, we have never lost sight of the need to dismantle the underlying systems that maintain inequities, that leave groups of people and entire neighbourhoods behind.

Now, even as COVID-19 remains with us, dominant or in the shadows, complicating the road ahead, so that progress is measured by one step back for every two steps forward, we are also fixing our attention on the future, intentionally shifting from the way things have been to the way they can be.

We all want this crisis over. But the reality is that the pandemic will have repercussions, for decades to come, especially for those who have been most impacted. And going back to where we were is far from good enough for so many in our community.

So, with your help, we remain focused: Not on recovery. Not on rebuild. Not on re-anything. This is the time to mobilize, to strengthen our purpose with the newfound compassion and hard-earned truths of the pandemic — and to truly transform our region.

Because equity cannot wait. Social justice cannot wait. We've sounded the alarm on deepening poverty, on growing neighbourhood inequality and stubborn systemic inequity. And now we are issuing a clarion call — asking you to stay with us as we take a leap forward to building something better. We are capable of so much more and with heart, imagination and hard work, together we can shape the GTA into the home we all deserve.

So read on to see what, thanks to your support, we've accomplished this past year and where we are headed next. Learn about our actions on the ground and our plans for beyond the horizon, as we carve out the space and opportunity for new models of progress to put down roots and flourish.

We have always been with community: 66 years ago, for every wave that COVID-19 has brought, today and as we move forward. And united is how we will usher in much-needed change — and build it to last.

Always and only,

Daniele Zanotti
President & CEO
United Way Greater Toronto



Funder

This is where United Way got its start, using our grantmaking expertise, deep knowledge of issues, neighbourhoods and social service infrastructure to make investments where they can have the greatest impact.



Emergency funding

For 2021/2022, like the year before, supporting a strong social safety net has been crucial and challenging, given the strain of the ongoing pandemic on resources and frontline staff — a demand that is only likely to grow. So, as part of our \$5.8 million in monthly funding to fuel a 300-strong agency network — flexible funding for which agency partners determine the best use — we stepped up with emergency funds, including:

• \$1.2 million in **COVID Relief Grants** which supported over 125 programs. Focused on basic needs from food and hygiene to mental health and children's programming, these projects — many culturally specific — allocated resources to the people and places in Peel, Toronto and York Region in greatest need.

Program funding

Across the board, we've taken what we've learned about the disproportionate impact of COVID-19 plus poverty and evolved our grantmaking in ways large and small: deeper outreach and upstream engagement; low-barrier applications and trusteeships to support smaller community-specific applications. This all makes for a stronger-than-ever focus on Indigenous, Black and racialized communities and support for those equity-deserving groups and underserved neighbourhoods for whom change has been so long coming.

Our new three-year Community Program Grants — a total of \$26 million going to almost 300 programs — will empower communities to lead local solutions across Peel, Toronto and York Region. Targeting 13 core issue areas — from early learning and living independently to gender-based, intimate partner and family violence — they complement our responsive emergency grants and five-year anchor funding. Together, these streams make up an intentional funding approach to address varied needs and service gaps across our region.





66 The Omicron variant has impacted a lot of our clients. People have lost jobs. They are struggling financially. And, there's a lot of difficulty in accessing food. 99

—Zarine Dordi, Community Engagement Coordinator, Working Women Community Centre



Watch the video at uwqta.org/working-women

Partner

Relationships are another key element of how we work. Simply put, our partnerships make everything we do better: smarter, stronger and more impactful.



Government

We work with every level of government to serve our communities. Over the course of the pandemic that's included being the go-to for getting emergency federal dollars out the door and working in tandem with local authorities to overcome challenges and streamline support.

People experiencing homelessness have faced even greater difficulties
accessing the most basic of necessities, from safe shelter and nutritious
food to hygiene and mental health services. In York Region, United Way has
ensured that federal Reaching Home funding — both core and emergency —
makes it to the frontline supports that people depend on.

Visionary philanthropists

Civic leaders committed to sharing their resources to support our communities partner with us to shift the paradigm from charitable contribution to next-level systems change and social justice.

 The Allan Slaight Seniors Fund continues to break new ground in connecting seniors to vital community supports. And last year the Barrett Family Foundation established the Barrett Building Opportunities Greater Toronto Fund, championing innovative new grants to enhance organizations led by, focused on and serving Indigenous peoples and equity-deserving groups impacted by poverty, systemic discrimination and long-standing cycles of oppression.





We hired our new Operations Manager... As a result of the Reconciliation and Equity Organizational Infrastructure Grant, we were in a position to increase the salary to a level that would allow her to accept the offer—without it we would have been unable to do so. Already, [this grant] is making a difference. Thanks! ??

Kemi Jacobs,Executive Director atDelta Family Resource Centre

Cross-sector innovator

Our long-time engagement in community building puts us in a unique and trusted position. This enables us to bring diverse parties and perspectives together to drive strategic initiatives and multi-sectoral solutions.

UNITED WAY ILEO Inclusive Local Economic Opportunity

Starting with local residents, and bringing community agencies, corporate Canada, and municipal government to the table, this change-from-the-ground-up project is mapping out new opportunities in Scarborough's Greater Golden Mile as it undergoes revitalization. Five forward-thinking pilots are changing the way we do business AND build community. Headlined by the community-owned Aecon-Golden Mile Joint Venture, which flows 51% of the profits into the neighbourhood and trains residents

in the trades and associated roles, ILEO is working with some of the biggest names in the sector, like Kilmer Group and EllisDon. So far, the initiative has employed close to 50 Greater Golden Mile residents. A corporate charter, commitment to social procurement and tailored supports for aspiring entrepreneurs are all part of the mix, which makes this approach anything but business as usual — and ripe for replication in communities elsewhere.





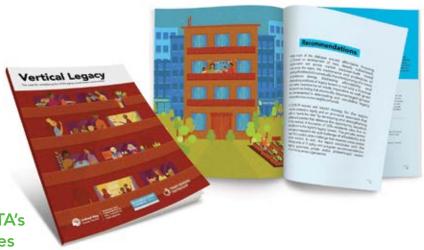
66 We need more economic development. I definitely want to explore entrepreneurship in a way where I know I'm building assets for my family. 99

–Laura Hammond,Community developer



Researcher & advocate

At United Way we know that real and lasting change for our community can only come at a systems level. So, we invest in research to learn, share and inform progressive policy and legislation. And we use our platform to amplify calls for change.



Vertical Legacy: The Case for Revitalizing the GTA's **Aging Rental Tower Communities**

A project in collaboration with the University of Toronto's Neighborhood Change Research Partnership and the Tower Renewal Partnership, this follow-up to our noteworthy Vertical Poverty report, published a decade ago, shows that aging high-rise rental towers are in jeopardy. While still comparatively affordable, these purpose-built pre-1985 "legacy" rental towers are deteriorating and increasingly unsuitable, posing health and safety concerns for residents. Grappling with rising costs amidst stagnating incomes, a growing number of high-rise households — mostly racialized and low-to-moderate-income — are also finding them

increasingly unaffordable and facing housing insecurity. Recommendations focus on how to work across sectors and with low-income rental tower residents: by strengthening the social safety net and rent control regulations; encouraging tower owners to maintain good repair and affordability; and improving social infrastructure, services and opportunities for the people and neighbourhoods that call these towers home.



Download the report at **uwgta.org/vertical-legacy**

Joining forces to shape public policy

To ensure that affordable housing made it on the agenda of the 2021 provincial-municipal housing summit, we convened more than 75 sector partners — Ontario United Ways and anti-poverty and housing organizations and networks — to write an Open Letter. Following the Summit, the Ontario Housing Affordability Task Force released its report, including recommendations for all levels of government, a number in keeping with the 10 outlined in our submission, particularly with reference to investment and the need for a new definition of 'affordability.'

After community consultations with United Way Greater Toronto anchor agencies and network, we partnered with **Ontario for All** to facilitate policy roundtable discussions with over 550 participants representing 300 nonprofits to develop shared priorities for action on decent jobs, income security, housing, support for the community services sector and more.

Fundraiser

Everything we do — as funder, partner, cross-sector innovator, researcher and advocate — is just not possible without the support of donors. Harnessing the resources of our community — individual and corporate — is integral to our work. Successfully generating that outpouring of care and capital annually is vital — and an awesome responsibility for a brigade of tireless volunteers. This year, Campaign Chair Dale Storey, ably supported by Major Individual Gift Campaign Chair Norrie Campbell, led a fantastic campaign, one that truly exemplified the engagement and generosity of all of you:



First-time gifts from **new corporate partners** including Cognizant and Amazon.



GetUP go-getters took up the virtual physical challenge, running, walking, cycling for 280 minutes or more and raising over \$600,000 to fuel United Way's work — with terrific support from KPMG.



From **407 ETR**, a \$1.4-million gift to inspire new donors at the Leadership level (gifts of \$1,200+).



Major Individual gift match of up to \$1 million from **Bob Dorrance and Gail Drummond**.



A \$1-million commitment from the **Goldberg Family Foundation** that surpassed all expectations to inspire \$1.7 million in online giving.



With 90% of funds raised, unrestricted — and donors entrusting decision-making around priorities for their philanthropy to United Way and community — we met an important target on our journey to becoming a more equitable fundraiser.



66 You can find charities that are working to solve a health issue or an education issue or an arts issue, but United Way is working on community issues with a strong strategic vision. 99

—Gail Drummond and Bob Dorrance, United Way donors



The biggest and most stubborn issues we are up against are deeply connected. Not surprisingly, so are the solutions. The simple truth is that we cannot address the affordable housing crisis without tackling income insecurity, employment precarity, mental health and substance use. We cannot deal with food insecurity without facing the fact that social assistance rates do not even enable subsistence in our region, especially at a time when inflation is surging. And we cannot build a new economy without confronting the racism and discrimination that fuels the deep opportunity gaps across the GTA.

That is why United Way brings everything in our toolbox together to take on those issues. To meet and mitigate the challenges far too many are experiencing right now. And to blaze a trail forward, one that moves us to the next level and closer to the promise of a strong and equitable region with greater opportunities for everyone.

Housing and homelessness



WHAT'S NEW:



Shovels are in the ground and new modular housing for more than 50 — seniors, Indigenous peoples and racialized people — is around the corner, literally, cementing an innovative approach to integrating health and community care. Beyond affordable housing, the Social Medicine **Initiative** in Toronto's Parkdale will offer supportive housing for people dealing with poverty and homelessness, as well as health issues and mental illness. A partnership with UHN (University Health Network) and the City of Toronto and part of the federal government's Rapid Housing Initiative, this project will also draw on the expertise of United Way-funded West Neighbourhood House to offer wrap-around support and services — think food, transportation, employment, harm reduction and community engagement and crucially, dignity — for a population that has enjoyed little stability.

WHAT WE'RE BUILDING ON:



Last year we invested \$4.3 million in over 40 programs supporting those experiencing homelessness. Our Partnerships and Systems Initiatives Grants, for example, make possible an initiative that brings together the Region of York, local school boards and United Way-funded agencies like 360° Kids and Blue Door to double down on youth homelessness, focusing on timely support to shorten youth experience of homelessness and reduce the likelihood of reoccurrence.



Recommendations from our **Vertical Legacy report** were widely shared with almost 300 stakeholders across Peel, Toronto and York Region, including elected officials and public servants at all levels of government, community advocates, and peers in research, public policy and public affairs, generating opportunities for alignment and amplification. And it's already driving change: In keeping with our call for regular and proactive inspections of apartment buildings, we issued a letter of support to the City of Mississauga Council for their new Apartment Building Standards program — now in development and set to launch this summer.



Download the report at uwgta.org/vertical-legacy

United Way implements and administers the federal Reaching Home: Canada's Homelessness Strategy in York Region. A critical piece of work is the York Region Point-in-Time Count conducted in partnership with the Regional Municipality of York. Other highlights over the past year include: an open funding call that saw \$1.8 million directed to five organizations for homelessness prevention, diversion and housing retention over the next three years; an additional \$500,000 set aside for Indigenous-led programs; and \$7 million in capital funding to create and sustain 50+ new permanent supportive housing and transitional housing units, as well as renovations at a women's shelter to provide two fully accessible units for residents with physical disabilities.



Download the report at uwgta.org/i-count-2021

WHAT'S NEXT:

Come July, through our Community Program funding, United Way will be supporting eight new housing and homelessness programs for the first time, including:



Cecil Community Centre's Breaking Barriers, a peerled street outreach initiative provides wrap-around support and referrals for people in downtown Toronto, including those living in encampments.



Housing Support for Black and At-risk Youth through Restoration and **Empowerment for Social Transition Centre** connects participants to housing with vetted and trained host families in Peel, life skills workshops and social supports.



Through the Getting Ahead in a Just Getting' By program, Inn from the Cold focuses on personal development and case management to increase long-term housing retention for clients in York Region.

Inclusive employment and income security



WHAT'S NEW:



Leveraging emerging best practice and applying the success of our Career Navigator™ model to other age cohorts, we have refocused our employment programming to take a more demand-driven, employer-informed workforce development approach. This broadened strategy is outcomes centred, focused on good jobs and works with employers to create a good fit.

WHAT WE'RE BUILDING ON:



Watch the video at uwgta.org/give-hope

A more than **\$6-million** investment in **over 65 inclusive employment programs** that support people who face multiple barriers to employment — Indigenous peoples, racialized youth, newcomers and people who have disabilities — in increasing their skills and the likelihood of obtaining and retaining a job. Last year alone, that investment supported over 10,000 people. One successful example from that portfolio? Blue Door's Construct — a construction and property services employment social enterprise — recruits, trains and employs participants with employment barriers, paving the way for skilled trades careers in this expanding industry. Last year Construct surpassed its sales revenue target by 70%, generating more than enough to invest in 70 trainees and employees, the majority of who will be linked to mainstream jobs.



Our close collaboration with Labour — extending back to the Labour Council's role as founding partners of United Way more than 65 years ago — continues to animate and strengthen so much of our work. From Community Benefits Agreements to discrete projects — such as the partnership between United Way, Labour Community Services and other agencies in York Region to deepen equity in the sector — we're committed to improving employment opportunities and conditions for working people.

United Way's Career Navigator ™ program provides youth facing multiple barriers with access to interconnected education, training, job placement, soft skills and wraparound support services. Through partnership with agencies and employers, the program is helping youth gain industryrecognized credentials needed for in-demand employment opportunities in growing economic sectors — opportunities like the new insurance pathway in collaboration with CEE Centre for Young Black Professionals piloted last year and already recruiting for a second cohort of trainees. The signature program's success has continued throughout the pandemic with over 1,300 youth enrolled last year and 60% already transitioning to full-time jobs.





Community Benefits Agreements (CBAs) have been a game changer, ensuring that with every major public infrastructure project, we are also strengthening community and creating opportunities for those at risk of being left behind. United Way helped to catalyze community benefits agreements in our region from the beginning, working with community, organized labour and government partners to design the blueprint for implementation, starting with the Eglinton Crosstown LRT. That plan has been used to replicate and scale community benefits in our region since. United Way has worked on

five CBAs: for the Eglinton Crosstown LRT, the Finch West LRT, Rexdale Casino Woodbine, West Park Healthcare Centre and the Hurontario LRT. And we continue to fund the Toronto Community Benefits Network and the Peel Community Benefits Network, which we co-chair with the Region of Peel. To date, these five CBAs have created employment for over 1,500 residents from equitydeserving groups and generated nearly \$1 million in sales for employment social enterprises. More importantly, these projects are changing the meaning of 'building for the future.'



Watch the video at uwqta.org/community-benefits



Through our **2022 Ontario Budget Consultations** submission, United Way Greater Toronto advocated for the provincial government to create fair and equitable employment opportunities and decent and secure work for Ontarians and to increase the province's social assistance rates to account for increased costs of living.



The Toronto Workforce Funder Collaborative leverages the combined efforts of seven funders focused on workforce development. Formed in 2019 to catalyze systems change for equity-deserving jobseekers and workers, the Collaborative has issued two RFPs and funded four projects, including POV Third Street to improve opportunities for Black women in the film industry.

WHAT'S NEXT:



When it comes to decent work, we're walking the talk. While long paying our own staff a living wage, United Way has now worked with partners like Peel Poverty Reduction Strategy to become recognized as an Ontario Living Wage Employer at the Champion level. Modeling corporate responsibility in income security is another way we can push for socially just change — and something we plan to leverage by encouraging the contractors we work with most to also pay their employees a living wage.

Reconciliation, equity and inclusion



WHAT'S NEW:

In September, United Way published our Reconciliation and Equity Action Plan, a commitment to centering our work more deeply in reconciliation and equity — and sharing the targets to which we are holding ourselves accountable. Integral to advancing our mission, those targets include making significant progress towards becoming a more equitable organization, fundraiser and funder and supporting more equitable outcomes in our community. In the last year, with concerted effort, we have:

- Attained 58% gender parity and 61% representation of under-represented groups — including Indigenous, racialized and 2SLGBTQ+ people and people living with disabilities — on our Board and Committees.
- Directed more funding to agencies that serve and focus on Indigenous and equity-deserving groups, including Indigenous-led and Black-led organizations. That means in our recent Community Program Grants, 4% of funding is dedicated to Indigenous-led organizations, 6% to Black-led organizations and 24% of funded agencies are Indigenous or equity-led, focused and serving. Together, these are first steps towards reaching our greater ambitions of increasing support for these communities, also by ensuring that 90% of funds raised are unrestricted, and better able to meet evolving needs as identified by community.



gender parity on our **Board and Committees**



under-represented groups on our Board and Committees



of funded agencies are Indigenous- or equity-led, focused and serving



unrestricted funds to meet evolving needs

WHAT WE'RE BUILDING ON:

Reconciliation and Equity Organizational Infrastructure **Grants** are providing targeted support to Indigenous and equity-deserving groups including Black peoples, other racialized peoples, women, the 2SLGBTQ+ community and people with disabilities. This grant stream, kickstarted by the Barrett Building Opportunities Greater Toronto Fund, deepens our commitment and investment in the development of these organizations so essential to the communities they serve. In total, these 14 agencies received \$600,000 in unrestricted funding to strengthen internal capacity, from financial sustainability and management to governance and strategy:

Anishnawbe Health Toronto

Mizwie Biik Aboriginal Employment & Training

The Indigenous Network

Afghan Women's Organization

African Community Services of Peel

CEE Centre for Young Black Professionals

Centre for Independent Living in Toronto (CILT)

Council of Agencies Serving South Asians (CASSA)

Delta Family Resource Centre

Embrave Agency to End Violence

Krasman Centre

Roots Community Services

Sandgate Women's Shelter

Yellow Brick House



Community Advisory Councils have been a vital connection to the Chinese, South Asian and Black communities we work with and serve, helping us to understand and respond to unique challenges. That important contribution continues. In addition to organizing the annual Black Leadership & Recognition Event, the Black Community Advisory Council has been a driving force behind the Black Youth School Success Initiative. Started in Peel four years ago to provide youth with wraparound supports through their middle years, the program has reached 300 students and is now supporting 250 young people as a stand-alone initiative that has extended its mandate to post-high school support. Scotiabank's commitment to youth is bringing this respected program to York Region and Toronto now, where it will support 300 youth in grades 6-8 in preparation for high school.

The Chinese Advisory Council has worked to shine a light on the issue of Anti-Asian hate and discrimination. hosting a series of workshops with both grassroots and mainstream organizations such as Peel Regional Police, ultimately engaging hundreds of participants — and being recognized for their efforts through a Continuous Care Award from Volunteer MBC. As well, it has collaborated with the Chinese Cultural Centre of Greater Toronto and network agencies like Hong Fook Mental Health Association and Punjabi Community Health Services to form Stronger Together, a coalition to identify problems, connect people and formulate action plans to prevent hate and mitigate its impacts.



Hosted by United Way Greater Toronto, Peel Newcomer **Strategy Group** is the Local Immigration Partnership for Peel Region. Highlights of this body's important work over the last year include: contributing to a participatory grant making pilot led by Tamarack Institute for Community Engagement; consultations on community-based funding and planning in the settlement sector, as well as co-leading with the Region of Peel a refugee resettlement support working group focused on new Afghan and Ukrainian arrivals.

At the invitation of Toronto Mayor John Tory, United Way, the City of Toronto and Lifeline Afghanistan announced a partnership in support of Afghans resettling in Toronto and the GTA, part of Canada's commitment to welcome at least 40,000 Afghan refugees over two years. The Afghan **Resettlement Fund** has been a destination for donations while UWGT has established an advisory group made up of partners and members of the Afghan community to direct those funds to 16 community-based settlement agencies vital to this effort — providing housing and employment support, food, clothing and community connections.



Last year United Way and the University of Toronto's School of Cities piloted a bold new leadership development initiative unique to the challenges and opportunities of a post-pandemic reimagining of our region. The **Leading** Social Justice Fellowship is back and building on a successful first year, this time pulling in the expertise of the Rotman School of Management and expanding to welcome 50+ participants, as well as offering ongoing skills development for alumni. This new cohort of cross-sectoral teams, hailing from public, private and not-for-profit worlds, will bring a social justice mindset and dynamic approach to problem solving some of the toughest issues United Way is engaged on — from economic opportunity to supportive housing and our commitment to reconciliation and equity.



WHAT'S NEXT:

The Indigenous Partnership Council will help steer us in meeting our responsibilities in accordance with the Truth and Reconciliation Commission's Calls to Action and the expectations of the Indigenous peoples we serve across Peel, Toronto and York Region. Early meetings with Indigenous leaders, guided by John Beaucage, former Grand Council Chief of the First Nations of the Anishinabek Nation (Union of Ontario Indians) have focused on three areas of work on which to collaborate: identifying principles and actions across community investment, fundraising and research and advocacy. Working together, we're building trust through our words and actions.



Services and sector



WHAT'S NEW:



Cluster tables have emerged as a bright light from this crisis. An emergency measure created in the early days of the pandemic to solve problems in real time and streamline equitable allocation of donations and resources, these 17 central coordinating tables made up of local government and over 375 agencies have proven to be an invaluable lever for ground truth and basic services like food delivery, as well as vaccine roll-out. So, we're not just keeping them; with your help we're investing in them: supporting cluster-led projects, providing training opportunities for participants and looking at how this valuable tool can be sustained in the future, a vital resource in good times and bad.

WHAT WE'RE BUILDING ON:



At the height of Omicron, United Way responded with the second of two emergency funds this year. The **Supporting** the Front-Line Fund directed \$835,000 in urgent funding to critical in-person and in-home services, and reached 175 programs, providing food and gift cards, PPE and additional staff, harm reduction and mental health services. Grant recipient Pink Cars was able to keep up the good work facilitating COVID-19 vaccinations for seniors and also supported recent refugees from Ukraine through volunteerrun car service.



An essential service that connects people in need to the non-emergency government and community services that can support them, **211** — now a nationwide service navigator — got its start right here in the GTA, founded by United Way. The free and confidential service, available in 150 languages, 24/7 and 365 days a year, has become recognized as a crucial data resource for social services, providing a window into emerging and unmet needs during the rapidly changing pandemic. Moving forward, those insights will be used to inform sector investment and response.

After two years of ongoing and dynamic response, our region's social safety net reached a breaking point in early 2022. In addition to supporting the sector in getting the job done through rapid emergency granting, we also understood the importance of supporting the sector's people, period. Enter Nonprofit Sector Week, initiated by Daisy Wai, MPP for Richmond Hill, and with the support of Raksha Bhayana of the Bhayana Family Foundation, the Ontario Nonprofit Network (ONN) and UWGT. The first Ontario Non-Profit Sector Week of Appreciation took place February 14-20 and will continue to remind all of us of the transformative work of the sector every third week of February, in perpetuity.



The General Mills Community Food System Grants program wound down, delivering a report on lessons learned before during and after the pandemic — and demonstrating that a strategy built on investment in local agencies and a focus on capacity building and partnership can advance food accessibility, equity and sustainability. Learnings have already been applied to United Way's ongoing funding in food security with agencies Ecosource and The Mississauga Food Bank/Peel Food Action Council receiving 3-year Community Program Grants to continue their innovative work connecting resources and partners to expand and coordinate local solutions like community gardens — all for the benefit of residents.



Even amidst the urgency of Omicron and other waves of the pandemic, United Way has continued its vital systemslevel work. The Partnership and Systems Initiatives Grants stream — \$1 million earmarked for more than 20 projects has focused on improving service delivery and coordination through the pandemic and beyond. In Peel, a collaboration with the City of Mississauga and Region of Peel is supporting hundreds of seniors and families through the Creditview Mills Community Wellness Hub, which integrates health and human services and provides a weekly activity calendar.



WHAT'S NEXT:

Pivot became a buzz word during the pandemic. And with good reason. The virus and public health protocols necessitated many changes in how we all do things — in community service delivery too. United Way has harvested and documented some of the most effective innovations we've seen in a collection of agency and network case studies, highlighting how sector creativity during the pandemic is leading to greater impact in community. To ensure that their potential to advance systemic change and sector modernization reaches a wider audience, we're presenting and sharing lessons learned and good practices — and supporting the sector to see them instituted more broadly.



Strong neighbourhoods



WHAT'S NEW:



Understanding social capital and, crucially, who has how much, who doesn't and how we can close the gap is critical to planning for an inclusive future. In July, United Way launched two reports: **Peel Region Social Capital Study** and York Region Social Capital Study — the first reports to measure social capital in Peel and York regions, assessing pre-pandemic baseline levels of trust in neighbours and institutions and access to services and community engagement opportunities. Undertaken with support from The Region of Peel, The Community Foundation of Mississauga, The Regional Municipality of York, York Regional Police, and Wellesley Institute, the reports were presented at the Future Cities Canada Summit, featured on national podcast On the Way Home and reached more than 150 elected representatives and government officials, as well as scores of research and public policy colleagues.

WHAT WE'RE BUILDING ON:



Resident engagement has always been key to our work in neighbourhoods, where concentration of poverty and lack of critical infrastructure has reinforced structural barriers for many. Our Strong Neighbourhood Grants continue to support initiatives like the Our Strong Jane and Finch/Black Creek Fair Economies project which is connecting local residents to employment opportunities with one of the area's largest institutions and employers — York University. Highlights include an economic roundtable convened by the group and a speaker series Growth Without Displacement which addresses accompanying challenges to development, such as housing affordability.



FOCUS Toronto launched its sixth situation table, FOCUS York, in October, kicking off the first meeting with 25 partners. The new table means that FOCUS Toronto — the unique partnership between the City of Toronto, Toronto Police Services, United Way Greater Toronto and local agencies that works to keep individual situations from escalating into community crises — now covers almost all of the Greater Toronto Area. With 200 members meeting weekly, FOCUS intervened in over 900 cases in 2021 alone, helping people who are dealing with a wide variety of issues — from gun violence and human trafficking to substance use and mental illness to homelessness and cognitive disabilities — to access the support they need. Literally saving lives.

Resident engagement has always been key to our work in neighbourhoods, where concentration of poverty and lack of critical infrastructure has reinforced structural barriers for many. Our Strong Neighbourhood Grants continue to support initiatives like the Our Strong Jane and Finch/Black Creek Fair Economies project which is connecting local residents to employment opportunities with one of the area's largest institutions and employers — York University. Highlights include an economic roundtable convened by the group and a speaker series Growth Without Displacement which addresses accompanying challenges to development, such as housing affordability.



WHAT'S NEXT:

After years of effort from multiple partners, including all levels of government, the **Bridletowne Neighbourhood Hub** is soon to be a reality for the people of Scarborough — a testimony to community, connection and collaboration. Long considered underserved by the social services sector, the project in the Steeles L'Amoreaux neighbourhood will hold a unique blend of services, including YMCA recreation facilities, Scarborough Health Network's dialysis program, Hong Fook Mental Health Association, Agincourt Community Services Association and other United Way-supported agencies. United Way is committing \$3 million in capital funding to create community space for agencies to host programming. Underway next year, as well, is Thorncliffe Park Community Hub. While the space has played a vital role for residents throughout the pandemic, operating as both a food access centre and vaccination site, a fully integrated model of social and health services is imagined for the future, led by United Way-funded The Neighbourhood Organization (TNO) and other anchor partners such as the Flemingdon Health Centre and Michael Garron Hospital. Community space and access will be a cornerstone of the hub, and grassroots groups and residents have already been engaged in the hub's design and development, which United Way is supporting through a \$2-million investment.





From crisis to critical social infrastructure. From blunting the pandemic to building blocks for a better tomorrow, we are united in our efforts to make life more livable for people across Toronto, Peel and York Region.

Together with your help and:



We are meeting urgent needs, last year reaching over 2 million people, including:



12,500

individuals at risk of homelessness, or precariously housed, who maintained their housing



2,400

people who achieved employment or apprenticeships



13,000

children who received early intervention supports



7,000

underserved youth who received resources to navigate the systemic issue of community violence



58,500

people who gained the tools to effectively manage mental health or addictions challenges



24,500

individuals who accessed services to live independently and engage with their communities



seniors who received assistance in connecting with community and services



25,500

immigrants and refugees who benefited from settlement services



46,000

women and children who accessed immediate safety supports to live free of violence

Anchor Agencies

This grant stream supports the backbone of our network through long-term five-year funding which includes core operating support for these agencies, as well as investment in high-impact programs to address the issues associated with poverty — homelessness, unemployment and more contributing to stability in the sector.

Community Program Grants

Like our five-year Anchor funding, three-year Community Program Grants address the issues associated with poverty homelessness, unemployment and more — and also enable United Way to be nimble in our response to new and emerging needs.

Emergency and Recovery Support

Throughout the pandemic, United Way has directed vital funds — both government and donor dollars — to meet urgent needs of the individuals and communities most impacted by COVID-19.



Special Initiatives

Complementing our Anchor, Community Program and Emergency and Recovery funding, United Way invests in a variety of diverse projects:

- Afghan Resettlement Fund
- Allan Slaight Seniors Fund
- Community Food System Grants
- Community Hubs and Youth Spaces
- Inclusive Local Economic Opportunity (ILEO)
- Our Strong Neighbourhood Grants
- Partnerships and Systems Initiatives Grants
- Peel Region Development Grants

- Reaching Home funded by the Government of Canada through Employment and Social Development Canada
- Reconciliation and Equity Organizational Infrastructure Grants — through the Barrett Building Opportunities Greater Toronto Fund
- Regent Park Social Impact Investment Fund
- Toronto Enterprise Fund
- Youth School Success Initiative

We are nurturing future-forward initiatives, chock-full of the potential to move us from imagining a brilliant new future to building one — for everyone in our region.

Better ways to live

- supportive housing units
- progressive policies that keep housing affordable
- safe communities where crises are managed before they erupt
- community hubs





Better ways to work

- the ILEO Charter
- community benefit agreements
- Career Navigator[™] pathways for youth and older job hunters
- living wages, emergency leave and other job protections

Better ways to thrive

- new leaders with the skills and mindset to advance social justice
- targeted supports for people and communities overcoming multiple barriers
- cluster tables: coordinated efforts between government and sector from the get-go





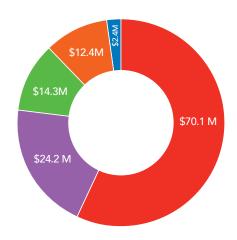


Stewardship

OUR COMMITMENT TO YOU

We work to ensure that your generous gift helps meet urgent needs and bring about long-term systemic change at the intersection of poverty, equity and geography.

In Fiscal Year (FY) 21-22, overall distributions and community programs represented \$123.3 million, per United Way Greater Toronto (UWGT) Financial Statements, Statement of Operations. The breakdown is as follows:



- **\$70.1 million:** Community investments through UWGT network of agencies, partners and community services
- **\$24.2 million:** Donor-directed designations to other United Ways and other registered charities
- **\$14.3 million:** Programs and organizations supported by restricted gifts and government grants
- \$12.4 million: Community Services and Program Support
- **2% \$2.4 million:** Government Emergency Funded Programs

MANAGEMENT DISCUSSION AND ANALYSIS

IMPLEMENTING 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 roadmap – "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 "new normal" as a result of the COVID-19 pandemic environment, UWGT remained committed to its business priorities, with FY 21-22 being Year 2 of the 5-year Board approved strategic roadmap. In fact, the conditions and financial uncertainties brought on by the COVID-19 pandemic environment validated the roadmap, pushing UWGT to transform at a faster pace.

In FY 21-22, UWGT delivered on all of the financial commitments made to its Community Investments, Community Services and Program Support — working together with its network of agencies and community partners for solutions to meet existing, urgent and emerging community needs. UWGT once again saw the resilience of its donor and volunteer base showing up stronger than ever before and responding to the crisis caused by the COVID-19 pandemic environment.

And finally, as a trusted partner to all levels of government, UWGT was again the recipient of additional funding from certain government programs where its grant management expertise and knowledge of local community needs were leveraged. Remaining committed to fiscal prudence which is the foundation of the Board approved strategic roadmap — even through the COVID-19 pandemic — UWGT's financial position is now more stable:

- FY 21-22 was the 2nd consecutive year of achieving at least a Balanced Budget. Since FY 15-16, UWGT had been on an operating deficit journey. This financial turn-around was the result of re-structuring and cost savings initiatives achieved over the past 2 years.
- Reserves remain at healthy levels and sufficient to "back-stop" the 3-year and 5-year financial commitments of UWGT to its network of agencies and the on-going sustainability of its operations when looking forward.
- With liquidity being top of mind in this COVID-19 pandemic environment, UWGT's asset portfolio is primarily held in cash or cash equivalents, thus mitigating any liquidity and price risks due to changes in the market.

Looking ahead to FY 22-23, UWGT will focus on stability and accelerating the implementation of its Board approved strategic roadmap with a "Revenue Growth Mindset" and focus.

FINANCE, AUDIT & RISK COMMITTEE REPORT

GOVERNANCE & FINANCIAL TRANSPARENCY

UWGT has a strong, independent Finance, Audit and Risk Committee comprised of 6 members. The Committee meets annually — independent of management, with KPMG, UWGT's auditors.

The Committee oversees the audit and financial controls, budget and financial management, investment management, risk management and digital transformation workplan 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 are also in alignment to United Way Centraide Canada's Transparency, Accountability and Financial Reporting (TAFR) standards.

As United Way adapted to the declaration of COVID-19 as a pandemic by the World Health Organization (WHO) in March 2020 and pivoted to a digital office and remote workforce, KPMG issued an Unqualified Audit Report, and similar to previous years, KPMG concurred with management that UWGT met the requirements of being a Going Concern for this coming fiscal year, FY 22-23.

Key items in KPMG's audit review and findings included:

- Fraud risk for management override of controls and fraud risk in revenue recognition – no issues or concerns were identified.
- Control deficiencies no significant deficiencies in internal control over financial reporting were identified.
- Special purpose audits for 6 agreements funded by government and/or for which UWGT is the program administrator and service delivery:
 - 1. Toronto Enterprise Fund (TEF).
 - 2. Reaching Home, York Region (RH).
 - 3. Reaching Home COVID-19, York Region (RH COVID-19).
 - 4. Peel Newcomer Strategy Group (PNSG).
 - 5. Hydro Settlement Fund (HSF).
 - 6. Youth Challenge Fund (YCF).

No issues were identified by KPMG when performing the special purpose audits for these 6 agreements.

FINANCIAL HIGHLIGHTS

UWGT's continued investments in its network of 300 agencies and community partners was again anchored by the diversification of its fundraising sources — with partners in over 1,100 workplaces,

2,200 volunteers and over 100,000 workplace, corporate and individual donors that contributed to this robust and sustainable financial health in FY 21-22.

Additional funding from certain Government Programs and pro-bono support from legal services to donated media advertising space, added to this extraordinary outpouring of generosity in this 2nd unprecedented year of the COVID-19 pandemic environment.

FY 21-22 RESULTS & RECENT TRENDS

Fiscal Year	FY 2021-2022	FY 2020-2021	FY 2019-2020
1. Total \$\$\$ from Revenue Activities *	\$126.1 million	\$121.7 million	\$132.6 million
2. Total \$\$\$ from COVID-19 Pandemic & Emergency Revenue Activities	\$5.5 million	\$41.8 million	\$500,000
3. Total \$\$\$ from Government Grants & Other Income	\$10.6 million	\$2.8 million	\$3.2 million
4. Total \$\$\$ from Investment Activities — Realized & Unrealized Gains	\$1.0 million	\$9.4 million	(\$4.1 million)
5. Overall Revenue	\$143.2 million	\$175.7 million	\$132.2 million
6. Overall Distributions & Community Programs **	\$123.3 million	\$143.3 million	\$121.5 million
7. Operating Surplus / (Deficit)	\$0.2 million	\$11.5 million	(\$9.9 million)
8. Fundraising Cost-Revenue Ratio	15.4%	15.9%	15.4%

^{* \$\$\$} from Campaign Revenue Activities at \$126.1 million included \$24.2 million of Donor-Directed Designations to other United Ways and charities – at relatively similar levels to the previous year, i.e., FY 20-21.

OVERALL REVENUE

In this 2nd unprecedented year of the COVID-19 pandemic environment, total revenue was at \$142.2 million [Items 1, 2 & 3] when excluding UWGT's activities for its investment portfolio, i.e., \$1.0 million [Item 4].

COVID-19 Pandemic & Emergency Revenue Activities contributed \$5.5 million and were comprised of:

- Carry-over of UWGT's "Local Love Fund in a Global Crisis" campaign from the previous year.
- One-time Government Emergency Funding from the Reaching Home COVID-19, York Region Program which was completed in September 2021.
- One-time Government Business Support Programs Canada Emergency Wage Subsidy (CEWS) and Canada Emergency Rent Subsidy (CERS) which ended in October 2021.

The Fundraising Cost-Revenue Ratio (CRR) continued to be low at 15.4% with continued focus on operational efficiency and achieving UWGT's objective of being less than 20%.

OVERALL DISTRIBUTIONS & COMMUNITY PROGRAMS

Total distributions were at \$123.3 million, a decrease from the \$143.3 million from the previous year. This decrease was due to lower Government Emergency Funding yearover-year. In addition to the financial commitments of \$66.4 million to the network of agencies and community partners, UWGT also distributed funding through its Strategic Initiatives Program to respond to urgent community needs.

OPERATING SURPLUS

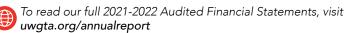
When including UWGT's activities for its investment portfolio, the Operating Surplus was \$0.2 million — the 2nd consecutive year of achieving at least a Balanced Budget. Since FY 15-16, UWGT had been on an operating deficit journey and this year's operating surplus supported UWGT to maintain its liquidity position and reserves at healthy

As such, UWGT has committed and confirmed community investments of at least \$66.4 million to its network of agencies and community partners for the period of April 1, 2022 to March 31, 2023.

GOING FORWARD

Prudent financial management at UWGT remains a priority, with its Operations Reserve and Community Reserve being maintained at healthy levels and sufficient to "back-stop" the 3-year and 5-year financial commitments of UWGT to its network of agencies and the on-going sustainability of its operations when looking forward.

Deemed as a going concern for the year ahead, the levels of the reserves are financial indicators of the health and sustainability for UWGT, especially with the financial uncertainties of the macro-economic environment, e.g., COVID-19 pandemic, inflation and market volatility.



^{**} Overall Distributions & Community Programs at \$123.3 million included \$2.4 million of Government Emergency Funding for Community in FY 21-22. This would compare to the \$26.4 million of Government Emergency Funding for Community that was included in the Overall Distributions & Community Programs at \$143.3 million in the previous year, i.e., FY 20-21.

2021–22 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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Damon Williams RBC Royal Bank

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

About United Way: argest non-government funder of community services in the GTA, United Way Greater Toronto reinforces a crucial community safety net to support people living in poverty. United Way's network of agencies and initiatives in neighbourhoods across Peel, Toronto and York Region works to ensure that everyone has access to the programs and services they need to thrive. Mobilizing community support, United Way's work is rooted in ground-breaking research, strategic leadership, local advocacy and cross-sectoral partnerships committed to building a more equitable region and lasting solutions to the GTA's greatest challenges.



WORKING WITH COMMUNITIES IN PEEL, TORONTO & YORK REGION

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