














2010 Report to the Community

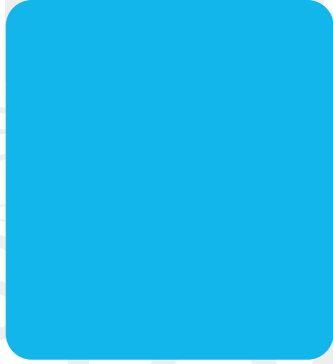


Give. Volunteer. Act.

2010 Report to the Community

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



A message to our community

Every day at United Way, we see proof of our city's compassion through demonstrations, both large and small, of people coming together across Toronto to build a better future.

One measure of our shared capacity for caring is the vitality of our city's social fabric. We're all in this together, and the strength of Toronto's health and social service agencies reflects the wellbeing of the city itself. Our caring is also made tangible when our city's great institutions — from the business community to government and others — come together in a spirit of cooperation to tackle our shared problems. And perhaps most significantly, Toronto's caring nature is revealed through the compassion people show for others when they give of themselves. Nearly everyone in Toronto has a friend, family member or co-worker who volunteers their time, shares their talents or devotes their financial resources to building a better city.

By each of these measures, 2010 was an outstanding year for United Way. We maintained our commitment to the network of frontline agencies that people turn to when they need help. By investing \$99.8-million in health and social services, we provided stability at a critical time. Together, we're climbing our way out of a severe recession that devastated so many individuals and families throughout Toronto. And while the pressure on our community continues to be serious, the worst seems to be over.

We also had a breakthrough year in our attempt to improve social conditions and create lasting change. Now in its fifth year, United Way's Building Strong Neighbourhoods Strategy celebrated the opening of three new Community Hubs. Each of these hubs is an innovative

model for collaboration among governments, community agencies and the private sector — all coming together to improve access to programs, services and community space in high-need inner suburban neighbourhoods.

In 2010, Torontonians went further, and dug deeper, to show their caring through United Way. More people than ever before volunteered with our Days of Caring initiative. Our community events like the Enbridge CN Tower Climb for United Way had unprecedented levels of participation. But perhaps the most stunning demonstration of the caring nature of our city was the achievement of United Way's 2010 campaign: an incredible \$113.2-million in support of our community — the largest campaign achievement in North America.

Despite this breakthrough year, there is much work still to be done. There is a long road ahead until our city fully recovers from the recession in 2008. There are serious trends that put at risk the long-term health and prosperity of our city. And we need to build lasting resiliency, to help Toronto become better prepared to weather any storms ahead. But thanks to the caring, the genuine compassion of our city in 2010, we are regaining our footing — and becoming better prepared for the future.



Making a difference every single day

Agincourt Community Service Association: at the heart of our community

When people think of United Way, often the first thing they think of is our member agencies. That's only natural: since 1956, community agencies have been at the heart of our work. But as United Way's mission has evolved, so too have the health and social services that people turn to when they need help.

Agincourt Community Services Association (ACSA) is a great example. Like United Way, their work is growing — from meeting urgent individual need alone, to also working to improve social conditions across entire communities.

“United Way is far more than a funder: they are a true partner. We take each step together toward building safer, stronger communities,” says Gael Gilbert, Executive Director at ACSA.

As United Way's reach has expanded in priority neighbourhoods across our city so too has ACSA's work in the community. Growing to more than 30 satellite locations across northern Scarborough, ACSA supports people at times when they need it most. But needs run deep and meeting urgent need alone isn't enough.

To develop more long-term solutions, ACSA has teamed up with United Way on two major initiatives. Community Hubs give residents living in high-need neighbourhoods access to much-needed services. And Action for Neighbourhood Change helps create connections among residents and builds local leadership. Each initiative is aimed at improving social conditions by getting at the root causes of issues like rising poverty and social isolation. They are strengthening the bonds between residents and building local networks in order to create inclusive communities.

It's agencies like ACSA that are at the heart of our community. Like United Way, ACSA is on a journey to create lasting change in communities across our city — working closely with local residents and other stakeholders to make Toronto neighbourhoods places where people feel a stronger sense of belonging and take pride in their community.

“Our partnership with United Way allows us to respond to community needs and address the issues before they become problems in the first place — we couldn't do it without them,” says Gael.

◀ The programming provided through Agincourt Community Services Association helps give Scarborough kids the best start in life.

United Way helps people to be healthier — and communities to be stronger — by supporting the health and social services that people in Toronto rely on every day.

At United Way, our work is based on a simple but profound belief: that what unites us is ultimately far more powerful than what divides us. We mobilize the power of our city's volunteer and financial resources, and bring together people from across the city and from all walks of life in a common cause. At the very core of our mission is our commitment to supporting the network of community agencies that people turn to when they need help.

||| TRENDS The after-effects of the severe recession that first hit our community in 2008 continued to be felt throughout 2010. It wasn't all bad news — stock markets rebounded and some industries started to regain their footing — but for too many people in Toronto, a full recovery is still a long way away.

Analysis of key economic indicators reveals the human cost of the economic downturn is significant and ongoing. Unemployment remains stubbornly high. Personal bankruptcies are up. More individuals are having trouble paying their credit card bills. And people who had supported themselves and their families with one full-time job are now forced to work two or more part-time jobs to make ends meet. These indicators show us the vulnerability of those in our community who live paycheque to paycheque and are put at risk when the economy falters and good jobs disappear. Then there are those who were struggling even in good economic times — those who no longer qualify for social assistance benefits, who are feeling hopeless and are falling even farther behind.

We need to build resiliency in our city — and help our community fully recover from the last recession — by strengthening the programs and services people turn to in times of need. This will help us become better prepared, so any crisis that hits Toronto in the future doesn't take such a heavy toll.

◎ GOAL To respond to current and emerging challenges by strengthening the social fabric of Toronto — the network of agencies, programs and services in every corner of our city that people turn to for support. Ultimately, our goal is to ensure that wherever people live in Toronto, whenever they need help, a United Way agency is there.

◎ STRATEGY United Way's strategy for strengthening community services in Toronto is built on three main pillars: core funding, community grants and initiatives aimed at building the capacity of the social services sector.

Providing core program and operating funding for frontline agencies is the foundation of United Way's efforts to meet immediate needs. Our multi-year funding for member agencies helps to provide a solid foundation for critical programs across the city. This support allows agencies to focus on what

Of the money United Way disbursed in 2010, \$75.7-million was invested directly in our community. \$8.7-million was designated to other United Ways and \$15.5-million was designated to other charities.

they do best — providing services — and gives organizations the flexibility they need to respond to emerging community needs. As one of the few funders to invest in agencies this way, United Way helps to bring stability to important community services, giving agencies a degree of certainty that is especially important during uncertain times.

Community grants are another tool United Way uses to support social services in Toronto. With one-time grants that support a wide variety of agencies and services, we work to enable critical programs and expand the reach of frontline agencies.

But we understand that building a strong network of agencies takes more than financial support alone. That's why United Way connects community agencies with management training, leadership development and other supports from leaders in the business community and non-profit sector. This kind of capacity building is a key part of developing an effective and adaptable city-wide network of health and social services.

Progress

Core funding for community services

At a time when many community agencies were experiencing rising demand, we worked to ensure critical programs and services were there when people needed them most. Last year, we maintained our commitment to continue funding member agencies at pre-recession levels. United Way gave stability to these frontline agencies with an investment of \$55.3-million in support of health and social service agencies across Toronto.

This kind of funding is critical to supporting individuals through challenging times, enabling services like emergency shelter for the homeless, food for the hungry and job counselling for the unemployed. But our support for community agencies goes beyond fulfilling immediate needs.

It also helps build ongoing resiliency by improving access to less urgent but equally vital health and social services — like settlement and integration services, programming for young people and supports for seniors.

Last year United Way continued our work to create lasting change at a community level. We targeted funding to those neighbourhoods most in need of support, investing \$24.3-million in member agencies in Toronto's inner suburban neighbourhoods. And we maintained our support for two particularly vulnerable populations in Toronto: in 2010, United Way invested \$8.7-million in member agencies serving youth and \$9.1-million in member agencies serving newcomers.



Community grants

In addition to core funding, United Way's community grants supported a variety of important programs and services last year.

The **Toronto Enterprise Fund** is an innovative program that supports the start-up of social purpose enterprises that employ people who are socially marginalized. In 2010, the TEF invested almost \$950,000 in 24 socially-conscious businesses. This includes seed funding, annual operating grants, strategic investments and technical assistance grants for both existing and newly funded enterprises.

Success By 6 invested \$1.5-million in pre- and post-natal care in 2010, providing Toronto families with parenting programs, family resource centres and school readiness programs.

The **Winter Relief Fund** invested more than \$325,000 in food and clothing programs, shelter and drop-in services to support the expansion or enhancement of initiatives for the homeless.

New tools for a new life

Sitting across from Beyhan, it's hard to believe that she escaped from abuse only two years ago. Today, thanks to Building Economic Self-Sufficiency (BESS) employment workshops offered through Interval House, she is thriving.

The goal of BESS is to improve the economic self-sufficiency of women fleeing domestic violence by helping them build rewarding careers — rather than settle for temporary survival jobs. The program also breaks down the social isolation that many women experience when they are abused. Participants learn to assess their skills, write effective resumes and cover letters, rebuild networking and social skills, handle an interview and plan their next steps.

The outcomes for BESS speak for themselves: more than 80 percent of graduates receive job interviews, 73 percent find employment and, of those, 90 percent maintain their jobs. Soon after graduating, Beyhan was fielding multiple job offers. "I would call the BESS Certificate my best tool to go on in life," she says.

Beyhan (right) credits her BESS certificate as the best tool for building a good life. ▲

Healthy people, strong communities



Help is just a phone call away

When someone in our city needs help and isn't sure where to turn, finding the support they need can be overwhelming. But for more than 400,000 people a year, Toronto's 211 service is there. It's a simple, three-digit phone number that connects callers with specialists who make referrals to community and health and social service agencies throughout the city.

Clients who prefer the internet can access www.211toronto.ca for an online directory of community services. And 211 has expanded into social media, such as Twitter — whatever it takes to get information to the people who need it.

211 is a nation-wide United Way project that is coordinated in Toronto by Findhelp. Many of the community services that clients are referred to are part of the United Way network as well. By connecting people to Meals on Wheels, emergency shelter and other important services — in more than 100 languages — 211 in Toronto is a crucial thread in our city's social fabric.

▲ Through the 211 service of Findhelp, specialists like Mary are available 24 hours a day to connect people with the support they need.

All that kids can be



Building positive role models — one haircut at a time

An important part of giving kids the best start in life is making sure their parents have the support they need to be successful. More Than A Haircut — an initiative of Macaulay Child Development Centre — is an innovative program that promotes positive masculine role models for Black fathers.

More Than A Haircut facilitates conversations in a number of barbershops. Topics are wide ranging — from the importance of playing with your child, to the difference between discipline and abuse, to getting along with your child's mother. Barbershop business carries on as customers sit down, get a haircut and join in the discussion. A table of community and parenting resources are available, as well as the opportunity to speak with one of Macaulay's Parent Education and Support Workers.

In the past five years, 300 fathers — and at least 300 kids — have benefitted from this creative new approach to parenting.

Young fathers gather at their local barbershop as part of the More Than A Haircut program. ▲

Building the capacity of community agencies

United Way is committed to building a stronger social services sector. Last year we worked to develop the capacity of community agencies through a variety of supports that went beyond funding.

CITY Leaders, a leadership development institute designed to build the skills of young leaders working in social service agencies across the city, graduated two cohorts of 49 young leaders in 2010 — including 22 representing priority neighbourhoods across Toronto.

The **Community Impact Measurement and Management (CIMM) Outcome Evaluation Pilot Project** engages youth-serving agencies to develop better ways of measuring and evaluating the results of after-school programs and services aimed at youth. Last year, the final year of the project, brought together 16 youth-serving agencies along with 22 young people from neighbourhoods across Toronto to help develop a final report. This report includes data from surveys conducted during the pilot project as well as stories from young people about the impact of youth programming and why it matters. Together with other evaluation capacity-building supports to agencies, this project has provided opportunities to work closely with agencies to develop and test effective models to measure and evaluate impacts.

The **Community of Practice on Youth Educational Attainment Partnerships** grew to over 400 members from 108 organizations across the city last year. They were engaged in a range of activities, including 11 events focused on learning about and sharing promising practices, and bi-weekly consolidated summaries of the latest research, articles and policy developments. This initiative is helping to build the knowledge and capacity of the sector to provide evidence-informed programs, develop new relationships and partnerships in support of youth, and a stronger, more coordinated network of services, which are key conditions for enabling better outcomes for youth.

The **Non-profit Mentors Circle** hosted 23 managers from United Way member agencies at a series of peer mentoring sessions designed to help them develop and implement mentor circles in their own organization.

In addition to capacity-building initiatives like these, United Way has 30 *pro bono* consultants who are able to support our member agencies. These experts provide advice to frontline agencies on topics such as organizational development, strategic planning and various other management and governance issues. Other support included securing in-kind gifts of supplies and equipment for our member agencies from United Way donors and providing training for agency staff in non-profit operations.

2010 United Way Member Agencies

For a complete listing of United Way's allocations and disbursements in 2010 visit www.unitedwaytoronto.com/annualreport.

(A.C.C.E.S.) Accessible Community Counselling and Employment Services)
519 Church Street Community Centre
Abrigo Centre
Access Alliance Multicultural Health and Community Services
Agincourt Community Services Association
Aisling Discoveries Child and Family Centre
Albion Neighbourhood Services
Anishnawbe Health Toronto
Barbra Schlifer Commemorative Clinic
Baycrest Centre for Geriatric Care
Bernard Betel Centre for Creative Living
Big Brothers & Big Sisters of Toronto
Birchmount Bluffs Neighbourhood Centre
Bloor Information and Life Skills Centre
Bond Child and Family Development
Braeburn Neighbourhood Place
Call-A-Service Inc./Harmony Hall Centre for Seniors
Canadian Centre for Victims of Torture
Canadian Council on Social Development
Canadian Hearing Society - Toronto Region
Canadian Mental Health Association Toronto Branch
Canadian Red Cross - Toronto Region (The)
CANES Community Care
Carefirst Seniors & Community Services Association
Central Neighbourhood House Association
Centre For Independent Living in Toronto (C.I.L.T.) Inc.
Centre for Information & Community Services of Ontario
Centre For Spanish-Speaking Peoples
Centre francophone de Toronto
Child Development Institute
Chinese Family Services of Ontario
Christie-Ossington Neighbourhood Centre
Circle of Home Care Services (Toronto)
CNIB
College-Montrose Children's Place
Community Care East York
Community Living Toronto
Community MicroSkills Development Centre
COSTI
Cross-Cultural Community Service Association (The)
CultureLink
Davenport Perth Neighbourhood and Community Health Centre
Delisle Youth Services
Delta Family Resource Centre
Distress Centres of Toronto
Dixon Hall
Doorsteps Neighbourhood Services
Dovercourt Boys' & Girls' Club
Downsview Services to Seniors Inc.
East Metro Youth Services
East Scarborough Boys' and Girls' Club
Eastview Neighbourhood Community Centre
Elizabeth Fry Society of Toronto

Epilepsy Toronto
 Ernestine's Women's Shelter
 Etobicoke Services for Seniors
 Family Day Care Services
 Family Service Toronto
 Findhelp Information Services
 Flemington Neighbourhood Services (FNS)
 FoodShare Toronto
 For Youth Initiative In Toronto
 Good Neighbours' Club (The)
 Greek Community of Toronto
 Hincks-Dellcrest Centre (The)
 Homes First Society
 Hong Fook Mental Health Association
 Horizons For Youth
 Humber Community Seniors' Services Inc.
 Interval House Inc.
 Jamaican Canadian Association
 Jane/Finch Community and Family Centre
 Jewish Family & Child Service of Greater Toronto
 JobStart
 John Howard Society of Toronto
 June Callwood Centre for Women and Families
 JVS Toronto
 Labour Community Services of Toronto Inc.
 Lakeshore Area Multiservice Project (LAMP)
 Macaulay Child Development Centre (The)
 Malvern Family Resource Centre
 Mid-Toronto Community Services Inc.
 Miles Nadal JCC
 Multiple Sclerosis Society of Canada Toronto Chapter
 NA-ME-RES (Native Men's Residence)
 Native Canadian Centre of Toronto
 Native Child and Family Services of Toronto
 Neighbourhood Centre
 Neighbourhood Link Support Services
 Nellie's
 North York Community House
 North York Seniors Centre
 North York Women's Shelter
 Northwood Neighbourhood Services
 Ontario Council of Agencies Serving Immigrants
 Ontario March of Dimes
 Opportunity for Advancement
 P.O.I.N.T. Inc. (People and Organizations in North Toronto)
 Parkdale Community Information Centre (PCIC)
 Planned Parenthood of Toronto
 Prosserman Jewish Community Centre
 Rexdale Women's Centre
 S.E.A.S. Centre (Support Enhance Access Services Centre)
 Scarborough Centre for Healthy Communities
 Scouts Canada - Greater Toronto Council
 Second Base (Scarborough) Youth Shelter
 Second Mile Club Of Toronto

Self-Help Resource Centre of Greater Toronto
Senior Peoples' Resources in North Toronto Inc.
(SPRINT)
Settlement Assistance and Family Support Services
(SAFSS)
Sistering-A Woman's Place
Skills for Change
Social Planning Toronto
Springtide Resources Inc.
St. Alban's Boys' & Girls' Club
St. Christopher House
St. Clair West Services for Seniors
St. Stephen's Community House
Storefront Humber Inc.
Sunshine Centres for Seniors
Syme-Woolner Neighbourhood and Family Centre
The Redwood
Thorndcliffe Neighbourhood Office
Times Change Women's Employment Service
Toronto Centre for Community Learning & Development
Toronto Community Hostel
Toronto Jewish Free Loan Cassa
Toronto Kiwanis Boys' & Girls' Clubs
TransCare Community Support Services
Transition House Inc.
Tropicana Community Services Organization
UJA Federation of Greater Toronto
Unison Health and Community Services
University Settlement Recreation Centre
VHA Home HealthCare
Volunteer Centre of Toronto
Warden Woods Community Centre
West Scarborough Neighbourhood Community Centre
West Toronto Support Services
Women's Habitat of Etobicoke
WoodGreen Community Services
Working Women Community Centre
YMCA of Greater Toronto
Yorktown Child and Family Centre
Yorktown Shelter for Women
Youth Assisting Youth
Youth Without Shelter
YOUTHLINK®
YWCA Toronto

2010 United Way Grant Recipients

These grants include allocations from United Way's Community Fund, disbursements from the Tomorrow Fund and other Special Gifts.

ACTION FOR NEIGHBOURHOOD CHANGE

Crescent Town: Neighbourhood Link Support Services
Dorset Park: Agincourt Community Services Association
Eglinton East-Kennedy Park: Scarborough Centre for Healthy Communities
Jamestown: Community MicroSkills Development Centre
Jane-Finch: Jane/Finch Community and Family Centre
Kingston-Galloway: East Scarborough Storefront
Lawrence Heights: North York Community House
Malvern: Malvern Family Resource Centre
Scarborough Village: Scarborough Centre for Healthy Communities
Steeles-L'Amoreaux: Agincourt Community Services Association
Victoria Village: Working Women Community Centre
Westminster-Branson: Unison Health and Community Services
Weston-Mt. Dennis: Social Planning Toronto

COMMUNITY HUBS

Crescent Town: Access Alliance Multicultural Health and Community Services
Dorset Park: Agincourt Community Services Association
Eglinton East-Kennedy Park: Scarborough Centre for Healthy Communities
Jamestown: Albion Neighbourhood Services
Victoria Village: Working Women Community Centre
Westminster-Branson: Unison Health and Community Services
Weston-Mt. Dennis: Unison Health and Community Services

YOUTH INITIATIVES

Bridge to Success: Community MicroSkills Development Centre
Pathways to Education
Re-Mix
Youth Challenge Fund

FOCUS ON YOUTH

Access Alliance Multicultural Health and Community Services
Agincourt Community Services Association
Albion Neighbourhood Services
Applegrove Community Complex
Art Starts Neighbourhood Cultural Centre
Belka Enrichment Centre (Caribbean Global Missions)
B-Fitt (Sponsor: Warden Woods Community Centre)
Braeburn Neighbourhood Place
Canadian Chinese Youth Athletics Association (CCYAA) (Sponsor: Centre for Information and Community Services of Ontario)
Centre for Information and Community Services of Ontario
Centre for Spanish-Speaking Peoples
Cliffcrest Community Centre
Community Microskills Development Centre
Doorsteps Neighbourhood Services
Dovercourt Boys' & Girls' Club
East Scarborough Boys' and Girls' Club
Eastview Neighbourhood Community Centre
Eritrean Canadian Community Centre
FPPA - Flemington Park Parent Association

Friends in Trouble Youth Initiative (Sponsor: Jane/Finch Community and Family Centre)

Kingsview Free Methodist Church

Malvern Family Resource Centre

North York Community House

Oromo Coalition Against Youth Alienation (Sponsor: For Youth Initiative in Toronto)

POR AMOR (Sponsor: East Scarborough Boys' and Girls' Club)

Recognize the Real Life Skills and Education (Jane/Finch Community and Family Centre)

Scarborough Centre for Healthy Communities

San Romanoway Revitalization Association

Thorncliffe Neighbourhood Office

UrbanArts Community Arts Council

Warden Woods Community Centre

WoodGreen Community Services

Y.A.A.C.E. (Youth Association for Academics Athletics and Character Education) (Sponsor: Jane/Finch Community and Family Centre)

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SUCCESS BY 6®

Agincourt Community Services Association: Partnership

Aisling Discoveries Child and Family Centre: Partnership

Better Beginnings - NOW/Building Brighter Futures

Child Development Institute

Cliffcrest Community Centre

College-Montrose Children's Place: Partnership

Davenport Perth Neighbourhood and Community Health Centre: Growing Up Healthy Downtown

George Hull Centre for Children and Families (The): Etobicoke Brighter Futures Coalition

Jane/Finch Community and Family Centre

June Callwood Centre for Women and Families

Native Child and Family Services of Toronto

North York Community House/Unison Health and Community Services

Rexdale Women's Centre

Scadding Court Community Centre

Thorncliffe Neighbourhood Office: Action for Children Today and Tomorrow

Warden Woods Community Centre

Yorktown Child and Family Centre: Partnership

TORONTO ENTERPRISE FUND

BlueSKY DJ Service (Children's Aid Society of Toronto)

Craft Divas (Social Planning Toronto)

CyberEquality, trading as Free Geek Toronto (Community Action Resource Centre)

Delightfully Yours Catering Services (North York Community House)

Dreamsvill Academy (North York Community House)

Dunia Designs (Bangladeshi-Canadian Community Services)

Fabarnak (519 Church Street Community Centre)

Friends' Catering Company (Fred Victor Centre)

Furniture Link (Furniture Bank)

Haween Enterprises (Somali Women & Children's Support Network)

Hospitality Workers Resource Centre's Restaurant/Bistro

Inspirations Studio (Sistering - A Woman's Place)

Interpreter Service Toronto (Barbra Schlifer
Commemorative Clinic)

Miziwe Biik Works! (Miziwe Biik Aboriginal Employment
& Training)

Multicultural Child Care Collective (Unison Health and
Community Services)

Out of This World Café (Ontario Council of Alternative
Businesses)

Parkdale Green Thumb Enterprises (Ontario Council of
Alternative Businesses)

Phoenix Print Shop (Eva's Initiatives)

River Restaurant (All-A-Board Youth Ventures)

St. John's Bakery (St. John the Compassionate Mission)

Studio 2 Creative (East Metro Youth Services)

The Silver Brush (Houselink Community Homes &
Parkdale Activity-Recreation Centre)

Toronto Painting & Restoration Academy (formerly NICS
School for Decorative Painting) (Niagara International
Children's Society)

Windfall Brides (Windfall Clothing Service)

The Toronto Enterprise Fund is a jointly-funded program
of the federal, provincial and municipal governments and
United Way Toronto.

WINTER RELIEF

519 Church Street Community Centre

Agincourt Community Services Association

Canadian Red Cross - Toronto Region (The)

Christie-Ossington Neighbourhood Centre

Community Action Resource Centre

Dixon Hall

Eastview Neighbourhood Community Centre

FoodShare Toronto

Fred Victor Centre

Good Neighbours' Club (The)

Good Shepherd Refuge Social Ministries

John Howard Society of Toronto

NA-ME-RES (Native Men's Residence)

Native Canadian Centre of Toronto

Native Child and Family Services of Toronto

Neighbourhood Link Support Services

Parkdale Activity Recreation Centre (PARC)

Scarborough Centre for Healthy Communities

Scarborough Housing Help Centre

Second Base (Scarborough) Youth Shelter

Sistering - A Woman's Place

SKETCH

St. Christopher House

St. John the Compassionate Mission

St. Stephen's Community House

Street Health Community Nursing Foundation

The Stop Community Food Centre

Toronto Friendship Centre (The)

University Settlement Recreation Centre

Warden Woods Community Centre

Windfall Clothing Service

Wychwood Open Door Drop In Centre

Yonge Street Mission

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YWCA Toronto



Getting at the root causes of social problems

Sowing the seeds of community change

Granville Foger eagerly anticipates the arrival of spring in Rexdale. As a member of the local Action for Neighbourhood Change (ANC) residents' association, Foger has been working with a group of neighbours to plant a community garden; now he can't wait to see the bulbs finally bloom.

"This garden will bring people together," says Granville, who has lived in the north Toronto community for 20 years.

Strengthening bonds between neighbours through resident-led projects like community gardens is an important part of United Way's ANC initiative — and a first step toward revitalizing Toronto's inner suburbs. In strong neighbourhoods, people know their neighbours. They count on each other for support. But it's not easy to feel connected when people are isolated because of different languages or cultures. That's where ANC comes in. Granville says that since ANC opened its doors and began fostering connections in the neighbourhood, he's seen a real difference.

"At first people were skeptical, but not anymore. I've seen ANC build bridges between people and help them get to know their neighbours," Granville says. "Now, people are friendlier and they look out for each other. Little by little, the barriers are coming down."

It takes more than strong connections alone to build a better neighbourhood. ANC ensures residents know what services are available in their area and connects them with local programs. ANC also consults with residents and works with community agencies to ensure programs and services meet the needs of people who live there.

"Now each resident has a place they can turn to if they have a problem. There are lots of different organizations in Rexdale. Through ANC, we refer people to one that best meets their needs."

Even more services and supports will soon be available when United Way opens a new Community Hub with Albion Neighbourhood Services and Rexdale Community Health Centre. Granville and other passionate residents like him are already asking their neighbours for input and encouraging them to be involved in shaping the future of their community.

"We want to involve all residents. Everyone in this community has a role to play — and a dream of our neighbourhood to make a reality."

◀ Rexdale resident Granville Foger planting seeds in his local community garden.

United Way is working to build a city of healthy people and strong communities through long-term strategies that improve social conditions and create lasting changes.

United Way has always worked to meet immediate needs, but we've come to understand that treating symptoms alone is not enough. To make real progress, we need to target the conditions that create challenges — and get at issues before they become problems in the first place.

||| TRENDS Some disturbing economic and social trends threaten to undermine the long-term health and prosperity of our city. The most troubling of these is the persistent growth of poverty in Toronto. Median income is falling while family poverty continues to rise in Canada's largest city. It's difficult to find work and too many people are struggling to get ahead.

Research by United Way and others shows that poverty in Toronto is concentrated in certain areas of the inner suburbs. Not only do these neighbourhoods have higher levels of poverty, but they are also home to higher densities of newcomers and young people — populations that are particularly vulnerable to economic inequality. These neighbourhoods also suffer from other challenges as well: a lack of adequate community infrastructure, social isolation among neighbours and a scarcity of accessible community space.

Last year, United Way's *Vertical Poverty* report led us to an even more troubling conclusion: not only is poverty becoming further concentrated in the inner suburbs — it is in fact increasingly concentrated in private, high-rise rental towers.

If trends of economic instability and concentrating poverty are allowed to continue unchecked, thousands of people — and dozens of neighbourhoods — across our city will be at serious risk of falling behind. This inequality threatens the quality of life of everyone living in Toronto.

◎ GOAL To go beyond helping one person at a time — to create lasting change by addressing the conditions which contribute to social problems and strengthen not only individuals but whole communities.

◎ STRATEGY United Way's strategies for addressing the root causes of our city's challenges begin with developing a better understanding of the complex social and economic trends that affect quality of life in Toronto. We do this by engaging in research that analyzes broad trends, demographics and Statistics Canada data, to give us a clearer picture of the underlying conditions that lead to social problems.

This research helps us to develop evidence-based approaches aimed at improving social conditions. It informed United Way's Building Strong Neighbourhoods Strategy — a place-based approach for

addressing issues like poverty, social isolation and lack of accessible community infrastructure in Toronto's inner suburban neighbourhoods. These problems have been generations in the making, and we know it will take time to turn things around. But we also we know we have to start now.

This work of improving social conditions will only succeed if we work hand-in-hand with others who are dedicated to building a better city. That's why working in partnership is at the heart of every United Way strategy and initiative. We bring together the private sector, all levels of government and community agencies from across the city to take action on shared goals — because none of us can solve the complex challenges facing our city by working alone.

Progress

Building understanding of our city and its challenges

United Way's research has gone a long way toward identifying and helping make sense of the complex trends that affect quality of life in our city. Last year, we released our latest report, titled *Poverty By Postal Code 2: Vertical Poverty*. This study examined housing in our city and the impact it has on the day-to-day lives of the people who live in Toronto.

Our previous research revealed that poverty was becoming a serious threat to the health and well-being of neighbourhoods in the inner suburbs. We found that poverty was concentrated in specific neighbourhoods in the inner suburbs — and that it was getting worse.

Vertical Poverty picks up where the first *Poverty By Postal Code* in 2004 left off, examining the grow-

ing trend of poverty in our city. We specifically wanted to look at the role of housing in the concentration of poverty identified in our previous research. Toronto is home to the largest number of high-rise towers outside New York City. More than half a million people in our community call these towers home. They are an incredible asset to our city — but one that is at serious risk of decline.

All of this research is critical to building evidence-based strategies for getting at the root causes of our city's challenges, before they can become problems in the first place. *Poverty By Postal Code 2* will help to deepen the impact of our neighbourhood strategy and guide our efforts to expand resident engagement and capacity building into high-rise towers.

\$24.3-million was allocated to member agencies serving Toronto's inner suburbs in 2010.

Building stronger neighbourhoods

Research by United Way and others points to serious neighbourhood decline in a number of areas in our city, where falling family income, poor housing conditions, social isolation and other factors can cause businesses and residents to move away.

In 2005, the Strong Neighbourhoods Task Force identified 13 areas in Toronto that lacked infrastructure, community space and access to important programs and services. The findings of this task force helped shape United Way's Building

Strong Neighbourhoods Strategy — a targeted approach for strengthening priority neighbourhoods and improving social conditions at a community level.

Now in its fifth year, our place-based strategy is bringing together the private sector and all levels of government with community organizations to create long-term change. We know this work takes time, but we're beginning to see the seeds of change take root.

Community Hubs

Community Hubs are unique collaborations that bring together the private sector with governments and community agencies to improve access to programs and services and provide accessible community space in Toronto's most under-served neighbourhoods.

Last year, United Way joined with lead member agencies in celebrating the opening of three new hubs. AccessPoint on Danforth launched in Crescent Town. The Victoria Park Hub is now open to serve residents in Victoria Village. And early in 2011 the Jane Street Hub officially opened its doors in the community of Weston-Mt. Dennis.

The remaining hubs in Jamestown, Westminster Branson, Dorset Park and Steeles-L'Amoreaux are expected to open over the next two years.

United Way received a major boost for this initiative from the federal and provincial governments in 2010, when the Ministers of Infrastructure representing both levels of government announced \$11.9-million in funding from the Infrastructure Stimulus Fund to support the development of the hubs in Jamestown (known locally as Rexdale) and Westminster-Branson (also called Bathurst-Finch).



▲ The Jane Street Hub is now open to serve people living in Weston-Mt. Dennis.

Action for Neighbourhood Change

In 2010, United Way's Action for Neighbourhood Change (ANC) initiative continued its work to engage residents and build local leadership capacity in Toronto's inner suburban neighbourhoods. For the past two years, ANC has been active in all 13 priority neighbourhoods, working in each community to engage and mobilize local residents.

Bringing people together in a common effort to improve conditions where they live is an important step toward building a strong resident voice for local communities. Residents' associations are now active in each neighbourhood. As of 2010, each community has gone through a planning process to develop a Resident Action Plan that highlights local priorities for 2011 and establishes a plan for moving forward.

Through ANC, residents in all neighbourhoods have made important connections to decision-makers in their community, such as local city councillors, MPPs and MPs. ANC and local resident associations are recognized by community organizations and other local groups as a primary contact for neighbourhood development.

But ANC's success is about more than neighbourhood associations and action plans. Perhaps most importantly, a sense of connection among neighbours in some of Toronto's most high-needs neighbourhoods is growing. More people are using common spaces and community areas — and those spaces are becoming safer and better cared for.

Resident Action Grants

Neighbourhoods are stronger when people feel a sense of belonging in their community. United Way's Resident Action Grants help to build that sense of belonging through one-time investments that fund local improvement projects that have been identified by residents. These projects bring people together and contribute to a shared sense of belonging. In 2010, United Way

funded about \$111,000 in community projects. These grants invested in projects like community kitchens, sewing clubs, community gardens and other small projects that rallied wider community interest. Resident Action Grants prove that sometimes big changes can come from a small investment.



Targeted support for key priorities

United Way's ongoing efforts to maximize the impact of our work has guided the way we invest donor dollars. Targeted funding for key neighbourhoods and populations is an important part of that. In 2010, United Way maintained support for strategic priorities connected to our Building Strong Neighbourhoods Strategy. \$24.3-million was invested in member agencies serving Toronto's inner suburbs. We also provided sustained funding for newcomers and youth, two of Toronto's most vulnerable populations — who also happen to be the largest populations in the 13 priority neighbourhoods. \$9.1-million was allocated to member agencies serving newcomers in 2010, to support crucial services like settlement and integration programs, employment services and community engagement initiatives. Also last year, \$8.7-million of United Way's funding for member agencies targeted young people, helping youth develop leadership skills, do well in school and make a successful transition into adulthood.

The heights of community change

Tammy Clarke lives in a Steeles L'Amoreaux high-rise tower. A single mother, she worries about making ends meet. "Not being able to feed your children because you can't afford housing is a struggle," she says.

She's not alone. United Way's *Poverty by Postal Code 2: Vertical Poverty* report reveals that more and more Toronto families are caught in a financial squeeze. The cost of rent is rising, while average income is falling.

Vertical Poverty also shows the number of high-poverty neighbourhoods in Toronto is growing — mostly in the inner suburbs — and that poverty is increasingly concentrated in high-rise rental buildings.

The report emphasizes the need for stronger neighbourhoods in Toronto. It will take time to turn things around, but Tammy believes change is possible. She has already seen examples of community revitalization through her experience with United Way's Action for Neighbourhood Change initiative.

"There's a lot of work to be done," Tammy says. "But we're on the right path."

Tammy Clarke — and families like hers — are being squeezed between falling incomes and the rising cost of rent. ▲

Healthy people, strong communities



Targeting services in Victoria Village

Last October, United Way helped open the doors of the Victoria Village Hub at Victoria Park and Eglinton. It's a bright, welcoming meeting place for friends and neighbours in this busy, diverse area. It's also a community centre where local residents can access a wide range of services offered by seven anchor partner organizations — everything from yoga, to cooking classes, to programs for seniors and many others.

One partner is Family Service Toronto (FST), which is using the Hub to reach women in Victoria Village who are experiencing domestic abuse. This approach is key to helping strengthen communities — targeting services to high-need neighbourhoods.

By addressing the needs of the community and building on its strengths, the Victoria Village Hub — and the services it provides — have become a focal point for the community and a critical tool for strengthening this inner suburban neighbourhood.

▲ The Victoria Village Hub is a new home for Family Service Toronto and other vital services in Victoria Park.

All that kids can be



Building a bridge to student success

At North Albion Collegiate Institute (NACI) the number of students from low-income families is nearly twice the provincial average. Research shows that education is one of the best ways people can break the cycle of inter-generational poverty — which is why United Way supports Bridge to Success (B2S), a partnership with Community MicroSkills that helps boost academic achievement. B2S provides financial incentives, tutoring and mentoring to at-risk NACI students, while also working to build their self-esteem and improve their relationships within the school and broader community.

Students with a strong attendance record are far more likely to graduate. At NACI, the absenteeism level among B2S students has dropped by 36 percent — and is now the lowest rate across the Toronto District School Board. Ensuring the future is bright for all young people is one of United Way's top priorities. And programs like B2S are making a real difference — helping students do better in school and make a successful transition to post-secondary education.

▲ Students at North Albion Collegiate's Bridge to Success program learn how to succeed in school — and life.

\$9.1-million was allocated to member agencies serving newcomers in 2010.

\$8.7-million was allocated to member agencies serving youth in 2010.

Partnerships for change

At United Way, we know that it takes everyone working together to build a better city. Our approach is rooted in a belief that together, we can accomplish so much more than we ever could by working alone.

Our connection to a vast network of frontline community agencies is perhaps the most recognizable example of how we work in partnership with others. Our Building Strong Neighbourhoods Strategy and Community Hubs initiative also involve multiple partners. And as we expand our mission to also tackle the underlying, root causes of social problems, working in partnership with a wider variety of partners becomes even more critical. In 2010, United Way engaged in a wide variety of partnerships aimed at maximizing our impact and improving social conditions across our city.

Last year **Focus On Youth** — a partnership involving Ontario's Ministry of Education, local school boards and United Way — once again opened schools for community use during the summer months. Nearly 3,500 children and youth benefitted from over 40 projects in Toronto's urban inner city areas.

The **Financial Literacy Strategy** that first launched in 2009 expanded in 2010. Last year, United Way identified Toronto Neighbourhood Centres, St. Christopher House and Jane/Finch Community and Family Centre as our lead community partners. Through mobile community financial workers, they are providing educational workshops and one-on-one counselling to low income families in select priority neighbourhoods — and working with United Way to place volunteers from the financial services sector in community agencies.

The **Youth Challenge Fund**, a partnership with the Government of Ontario, continued work on its legacy initiatives in 2010. Since it was first established, YCF has invested \$21.9-million in 111 youth-led initiatives across Toronto's priority neighbourhoods. The remainder of the Fund has been allocated to legacy initiatives. These projects create spaces for youth to build leadership skills, connect with experienced mentors, partner with community organizations and, most importantly, lead positive change in their neighbourhoods.



Bringing people together to build a better city

Getting involved to make a difference

“United Way stands for what we should all aspire to be — caring members of our community, working to ensure everyone can have a better life,” says Bill Piggott, Vice President, Canadian Money Movement at ADP Canada.

Bill is proud to work for ADP, a business solutions provider committed to giving back to the community. He has participated in his share of workplace fundraising activities for United Way — but he and his colleagues wanted to go further. They wanted to become more actively engaged in building a better city. So they got involved with United Way’s Day of Caring initiative.

For the past few years, Bill and other staff have been participating in hands-on volunteering projects that benefit the community, like an employment mentoring program at ACCES Employment. That’s how Bill met Abhi Jeyakanthan and Quyen Vo, two of 10 newcomers who participated in a session hosted at ADP’s Bloor and Islington office. Abhi and Quyen met with a handful of ADP employees and gained valuable insight into the Canadian workplace.

“Because I’m new to the country I heard how important Canadian experience was, but during speed mentoring this didn’t come up at all.

People just wanted to hear our stories. I left feeling more confident in my skills and encouraged,” says Abhi. Quyen explains that she too felt a boost following the session and was grateful for all the connections she made.

“I learned about what it’s like to work in Canada and I met with professionals who gave me practical advice. I don’t know very many people here and I know it’s important to have as many connections as possible.”

But ADP did more than give advice that day. They hired four of the participants — including Abhi and Quyen. ADP recognized the valuable skills they could contribute at a time when the company was looking to expand their business.

And because he is committed to investing in the future strength of our city, Bill will be looking for more ways to engage ADP employees in the work of United Way as ADP’s National United Way Campaign Chair this year.

Bill Piggott and ADP Canada are engaging with their community at a deeper level through United Way.

Mobilizing the power of Toronto's volunteer and financial resources, United Way reaches out to thousands of people from all walks of life, engaging the whole community in a common effort to build a better city.

United Way works to bring together people from all walks of life to build a better city. Our approach is based on the simple but profound belief that what unites us is ultimately far more powerful than what divides us. By bringing people together, we engage the whole community in building a better city for us all. By working in partnership, we accomplish so much more than we ever could alone.

Thank you, Toronto

Each year, United Way issues a challenge to our city: we ask each and every person to come together and help one another. And each year, we are deeply humbled by the compassion shown by people across our community. In 2010, Torontonians once again showed how deeply they care for one another — but last year, our city went further than it ever had before. By the end of our campaign, people had come together to raise a record \$113.2-million to help our community fully recover from the impact of the last recession and build greater resiliency to weather any storms ahead. This outstanding demonstration of caring made United Way Toronto's campaign the largest in North America — and one of the leading campaigns in the world — for the second year in a row. We couldn't have reached our record-setting achievement without the determined leadership of Ed Clark, the Group President of TD Bank Group. As the Chair of United Way's 2010 campaign, his hard work was the catalyst that helped inspire thousands of Torontonians to dig deeper than ever before.

It's about more than just fundraising

While United Way's annual fundraising campaign is probably the most visible element of our efforts to engage the community, our work doesn't end there. Each year, we also involve people in building a better city by engaging them in volunteer projects, special events and innovative partnerships. In 2010 more than 22,000 volunteers donated their time and talent to make a real difference. Thousands more participated in Days of Caring — a partnership between United Way and Toronto businesses, where employees become hands-on volunteers and give their time to support community agencies. And United Way events like the Enbridge CN Tower Climb for United Way, the Scotiabank Rat Race and the GenNext Rouge event brought together thousands of people to have some fun in support of a good cause. Every day, individuals and organizations, businesses and governments, collaborate with United Way by donating, volunteering and partnering on projects aimed at building a better city. These activities are a powerful reminder that we are all connected — that by reaching out a hand to one person, we improve the condition of our entire community.

2010 Campaign Chair Ed Clark joins our President and CEO Susan McIsaac in celebrating United Way's historic achievement.

\$113,200,000



Connecting people with their community

The **Community Connections** program gives people an opportunity to become actively involved in something bigger — to improve our city and help create lasting, positive change in our community through volunteerism.

Last year alone almost 5,000 volunteers from corporate Toronto participated in **Days of Caring** — a partnership between United Way, community agencies and employee groups that provides hands-on opportunities for employees to help out at community agencies.

More than 40 volunteers from the financial industry participated in the **Financial Literacy Volunteer Program**, delivering 100 financial education training sessions at 40 agencies across the city last year.

Engaging Toronto in a conversation about our future

In the spirit of bringing people together to tackle our city's shared problems, United Way engaged in a unique partnership last year that was the first of its kind in the history of our city. Along with the Toronto Board of Trade, Civic Action (formerly known as the Toronto City Summit Alliance) and the Toronto Community Foundation, we staged a series of debates among the leading candidates in the November civic election. Three debates that centred around major themes like promoting prosperity, fostering innovation and building community engaged candidates — and the voters of Toronto — in a collective conversation about the direction of our city.



Campaigns like the Government of Canada's bring together labour and management to build a better city.

Every year, the Government of Canada Workplace Charitable Campaign, along with more than 700 others across the city, comes together to support our community through a workplace campaign. Not only is it a chance to make a difference in our community — it's also a real partnership between labour and management.

"It's our shared commitment to community that makes our campaign so successful," says Joan Woodrow, Executive Director of the Ontario Federal Council. She's a co-chair of the campaign, along with Ken Boone from the Public Service Alliance of Canada.

"Our employees are the driving force behind this effort to build a better city. And each year, they try to do it a little bit better," Ken says.

Federal Government employees know their workplace campaign is one of the best ways to give back to our community and that by giving through our campaign they are helping friends, families and entire communities succeed.



Peter Luik embodies the best of civic values, like being engaged and giving back to your community.

Heinz Canada has a long history of exceptional support for the United Way. Every year, Heinz Canada's employees dig deeper and donate more of their passion, energy and money to the company's annual campaign. Peter Luik, the President and CEO of Heinz Canada, credits a team of dedicated volunteers at Heinz as the driving force behind this demonstration of caring.

Not content with just building a successful campaign at his own company, Peter began volunteering as a United Way ambassador — reaching out to encourage other executives to become more involved in their community. And this year he agreed to go even further, becoming chair of United Way's Campaign Cabinet targeting the food and package goods sector.

Peter is inspired when he sees others giving their time and energy in support of United Way's work in the community. "I am very proud to be a part of it. Just witnessing the enthusiasm and selflessness of others doing such important work is incredibly inspiring."



Ashley Lewis: leading the next generation of city-builders.

As an active volunteer, Ashley Lewis is deeply committed to giving back to her community. So she was thrilled last year when KPMG, the professional services firm where she works, launched a new opportunity to make a real difference.

With a young workforce, KPMG understands how vital it is to engage professionals in their 20s and 30s and connect them to meaningful community involvement opportunities. KPMG's GenNext committee does just that — and Ashley is a key part of it. Not only does she encourage her colleagues to contribute financially, but also to volunteer their time and get involved in campaign events.

"I'm inspired when I see the difference GenNext employees can make in our city," says Ashley. Volunteers like her are the next generation of city builders in Toronto. Because of her, more and more people are getting involved in making our city a better place for everyone.

United Way by the numbers:

- Nearly 5,000 volunteers participated in Days of Caring initiatives across the city.
- More than 12,000 people supported United Way events.
- Over 22,000 individuals volunteered their time to make a difference through United Way campaigns, events and other projects.



Leadership with deep roots in the community it serves

Management Discussion and Analysis

United Way's mission is enabled by the strength and dependability of our internal operations. In addition to our work in the community, we made progress on several important internal projects in 2010. The first was the successful negotiation of a new contract between United Way Toronto and the Canadian Office and Professional Employees Union Local 343, representing United Way's unionized employees. Our new agreement will extend from June 2010 to May 2012.

Another major internal project was the development of a national brand framework under the leadership of United Way Canada. This new framework will provide Canadians with a clear and consistent experience of what United Way is and what we do across the country.

United Way's most significant internal initiative last year was connected to a key operating challenge we faced when the provider of our constituent relationship management (CRM) system announced they planned to discontinue support for their software. This led to a process to select and begin implementation of a new CRM system. Perhaps most importantly, it sparked a growing commitment to develop systems and procedures that will support United Way in engaging with donors, agencies, volunteers and other stake-

holders at a deeper level. At the conclusion of the selection process, the successful proposal came from Blackbaud. Staff teams have started work on adapting the software for United Way Toronto and the project is scheduled to launch in 2013.

In September, United Way's Board of Trustees appointed a new President and CEO. Though our incoming CEO, Susan McIsaac, has a long history with our organization, the leadership transition provided United Way with new opportunities for developing relationships with donors, the community and other stakeholders.

An ongoing challenge facing United Way, and most charitable organizations, is the question of how to ensure we are there to meet the needs of the individuals and communities we serve. On that front, United Way has developed a campaign growth strategy aimed at deepening our relationship with donors, expanding our fundraising efforts and working to maximize the dollars we invest in the community.

Francis Lankin (left), CEO of United Way from 2001 to 2010, and Susan McIsaac — United Way's new President and CEO.

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Jack Lee

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Toronto and York Region Labour Council

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Brookfield Asset Management Inc.

Member at Large
John Honderich
Torstar Corporation

Member at Large
Kamala-Jean Gopie

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Aeroplan Canada

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President and Chief Executive Officer
(until September 2010)

Susan McIsaac
Chief Development Officer
(until August 2010)
President and Chief Executive Officer
(since September 2010)

Amy Tong
Chief Operating Officer

Gillian Mason
Senior Vice President, Strategic
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Partnerships

Louise Bellingham
Vice President, Marketing

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Waseem Syed
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Rahima Mamdani
Director, Human Resources and
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Campaign Chair 2008

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Campaign Chair 1992

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Board Chair 1983

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Astley L. Dennis, Chartered Accountant

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Keiko Nakamura, Toronto Community
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Leslie Gales, Midland Group of
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John Crocker, Hospitals of Ontario
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Thomas Custers, Ministry of Health
Promotion and Sport

Ashton D'Silva, Project CANOE

Grace-Edward Galabuzi, Ryerson
University*

Beth Wilson, Social Planning Toronto

*Members, Board of Trustees

Responsible stewardship of our community's resources

Our commitment to you

At United Way, we take very seriously our commitment to the many donors who support our work. Maintaining the trust and confidence of our community through transparent accounting and fundraising best practices is one of our top priorities.

United Way is a flagship member of Imagine Canada's Ethical Fundraising and Financial Accountability Code. The Code provides donors and the public with criteria to evaluate a charity's financial and fundraising practices. Not only do we align our practices to the Code, but in some cases exceed sector standards. Our early adoption of the Code complements our history of sector leadership on good governance and will help us to continue to provide the highest possible degree of accountability and transparency to our donors.

In 2010 — for the third year in a row — United Way was recognized by the Voluntary Sector Reporting Awards (VSRA) for the transparency of our annual Report to the Community. In recognition of this achievement, United Way was awarded the first-ever Exemplar recognition from the VSRA. The VSRA were launched in 2008 by the Queen's University School of Business, PricewaterhouseCoopers Canada and the Institute of Chartered Accountants of Ontario to promote timely and accurate reporting of financial statements. United Way is honoured to have once again been acknowledged for best practices promoting openness and accountability.

At United Way, we strive always to go one step further in ensuring that of every dollar we raise, as much as possible goes to the community. We foster a spirit of stewardship that extends to every part of our organization. Our fundraising costs are among the lowest in the sector. And running a lean and efficient organization is a part of our internal mission. We solicit *pro bono* services and in-kind donations and engage over 22,000 volunteers each year in an effort to keep costs as low as possible. Everything down to our office furniture is donated by generous supporters.

In 2010, 14.7 percent of our revenue was spent on operating expenses — 11.4 percent on fundraising and 3.3 percent on general and administration. An Imagine Canada survey reports the average fundraising cost ratio of charities in Canada is 21.8-percent, making United Way a leader in the sector.

Our donors are the foundation of United Way. Your generosity supports a vital network of health and social service agencies, helping hundreds of thousands of people every year and enabling our work to address the root causes of social problems. Our commitment to you is that we will continue to make every effort to ensure that your donation goes to those who need it most.

Administration & Audit Committee

Governance and Financial Transparency

United Way Toronto has a strong, independent Administration and Audit Committee comprising eight members. The committee meets annually, independent of management, with KPMG, United Way's auditors.

The financial statements are consistent with Canadian GAAP (Generally Accepted Accounting Principles) and United Way Canada – Centraide Canada 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 Ethical Fundraising and Financial Accountability Code.

The Administration and Audit Committee oversees the Investment Committee, which is responsible for investing The Tomorrow Fund™ (our endowment fund), unrestricted net assets and the assets for our employee pension plan. The Pen-

sion and Benefits Committee provides advice to management on employee pension and benefit matters, and oversees regulatory and compliance reporting. The Investment Committee and the Pension and Benefits Committee meet jointly, once a year, to ensure pension assets and liabilities are appropriately managed.

In February 2006, United Way Toronto was named Trustee for the Province of Ontario's Youth Challenge Fund (YCF). The YCF financial reports and activities are excluded from this report. A separate annual report and set of audited financial statements are produced for YCF for the March 31st year end. These statements are reviewed by the Administration and Audit Committee for the United Way Toronto Board of Trustees, who oversees the terms and conditions of that Trustee responsibility. The statements are provided to the Board of the Youth Challenge Fund and to the Province of Ontario.

Financial Highlights

United Way's ability to invest in our community is strengthened by diversifying the source of funds. Individual, workplace, and corporate donors contribute to this financial health, as well as special events, grants, pro-bono support – from legal services to donated media advertising space. United Way's financial strength and efficiency are due also to extraordinary support from our donors and supporters. Some highlights from the past year:

United Way's Community Fund continues to be strong through generous donations and the recognition of United Way as the best place to invest in our communities. We raised a total of \$113.2 million in our 2010 campaign, setting a new record for funds raised.

Thanks to the success of the 2010 campaign, the strengthening of the investment markets last year and prudent fiscal management, we were able to maintain our commitment to our community partners while keeping our operating spending to a minimum.

Our Cost Revenue Ratio continues to be low at 14.7%. We maintain a strong focus on operational efficiency and our diligence is reflected in the cost ratio.

We continue to manage pledge losses to ensure more dollars flow to the community. Pledge loss was contained at 1.55% of total campaign revenue. This figure is lower than the rate in 2009-2010.

Due to the success of our 2010 Campaign, our Unrestricted Net Assets increased to \$48.6 million. Of this amount, we have commitments to invest \$40 million back into the community in the next year.

Our endowment fund, The Tomorrow Fund™, has a net balance of \$53,206,000 – thanks to the generosity and vision of donors who are investing in our city. The monies in The Tomorrow Fund™ are either externally or internally restricted for investment in the community. United Way Toronto continues to meet and exceed its CRA distribution quota.

2010-2011 results and recent trends:

	A	B	C
Fiscal Year	2010-2011	2009-2010	2008
Total gifts	\$115,681,000	\$140,829,000	\$112,404,000
Total distributions and community programs	\$99,817,000	\$128,038,000	\$101,386,000
Cost revenue ratio	14.7%	14.0%	14.7%
Pledge loss ratio	1.55%	1.62%	1.27%
Investment income/(losses)	\$6,336,000	\$7,223,000	\$(8,376,000)

A. April 1, 2010 to March 31, 2011

B. January 1, 2009 to March 31, 2010

C. January 1, 2008 to December 31, 2008

* All figures for 2009–2010 represent a 15-month fiscal period. Total distributions and community programs decreased slightly in 2010–2011 due the end of key projects funded by one-time donor specified donations to United Way programs, agency projects and grant programs.



United Way Toronto

United Way Toronto

26 Wellington St E 2nd Floor

Toronto ON M5E 1W9

Tel 416 777 2001

Fax 416 777 0962

unitedwaytoronto.com

