



United Way
Toronto

2011 Report to the Community



Give. Volunteer. Act.



United Way

Toronto

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.

Table of Contents

■	A message to our community	2
■	Making a difference every single day	5
■	Map of member agencies, programs and grant-funded agencies	11
■	Getting at the root causes of social problems	13
■	Map of ANCs, Community Hubs and YCF initiatives	21
■	Bringing people together to build a better city	23
■	Leadership with deep roots in the community	28
■	Responsible stewardship of our community's resources	see back cover
■	Financial statements	see back cover

A message to our community

Tough times have a way of bringing out the best in people. That's something we have learned at United Way. Throughout Toronto's history people have responded to serious challenges in inspiring ways. Once again last year, Toronto came together to face adversity head-on.

When 2011 began, the worst of the recession seemed to be behind us. Experts suggested we were moving slowly but steadily toward better times ahead. But even as some economic indicators appeared to be improving, health and social service agencies across Toronto reported rising demand. Our city was not bouncing back as we had hoped.

Through Toronto's generosity, United Way was able to help cushion the negative impact of this fragile economy. In June 2011 we announced that we would be investing a record amount in our community to support the health and social services people rely on in difficult times. These funds also allowed us to continue to work towards building Toronto's resiliency through long-term strategies.

By bringing everyone together—individual donors, community agencies, the private sector and partners in government—we helped provide critical community services at a time of growing pressure and rising need.

In 2011 we also made significant progress on United Way's long-term strategy for creating lasting change. We celebrated the opening of our

fourth of eight Community Hubs serving high-need inner suburban neighbourhoods. And we moved forward with efforts to build resident leadership capacity across all 13 priority neighbourhoods.

Perhaps the most well-known example of people joining together in a common purpose was United Way's 2011 campaign. It launched in September against a backdrop of deep uncertainty about our economy—but we set a goal of raising \$116-million because we knew we had to do everything in our power to help our city through another tough year.

It says so much about our city that, when confronted with challenges, we join hands and come together with a common resolve that we can—and will—make a difference. In 2011, at a time when so many people were struggling, we chose once again to help one another.

With one week remaining in our campaign we were behind our goal. We appealed to our city for help, and over the next eight days Torontonians opened their hearts. Our final result: a truly incredible \$115-million.

Even with that difficult year now behind us the road ahead remains uncertain. But we are confident the same spirit of generosity and caring that has helped Toronto through the last four years will continue to build a stronger, healthier and more prosperous city for us all.



Many dreams

open my eyes

Making

growing ab

South Africa

MEI YIN

YUSMIN

Ka

Making a difference every single day

At the very core of our mission is a strong commitment to supporting a network of frontline agencies that works to make a real difference in people's lives every day. United Way helps people to be healthier—and communities to be stronger—by supporting the social services they rely on.



Participants of the Immigrant Women Integration Program at Toronto Centre for Community Learning and Development take part in a one-year training course focused on leadership and community engagement.

GOAL

United Way builds Toronto's ability to respond to current and emerging challenges by supporting the social fabric of our city—the network of agencies and programs people turn to when they need help. Ultimately our goal is to ensure wherever people live in Toronto, whenever they need support, a United Way agency or service is there to provide the opportunities they need to build a better life.

TRENDS

The last four years have been difficult for our city. Despite our best hopes the recession that first hit in 2008 continues to undermine Toronto's prosperity. Too many people are struggling to make ends meet. Unemployment remains high and there has been a steady increase in precarious employment, as part-time and contract work replace full-time jobs. This growing economic vulnerability comes at a time of record personal debt and rising bankruptcies. For those who are hurt by a weak economy a full recovery is still a long way away.

Our city also faces challenges beyond economic vulnerability. There is need for a variety of programs and services that enable people to build better lives. Seniors, newcomers, people with disabilities, women fleeing abuse and countless others are in need of a strong social safety net that fosters greater resiliency at a community level.

STRATEGY

United Way works to strengthen our community by investing in a city-wide network of health and social service agencies that provides vital programs and services. The foundation of this investment is core funding—our multi-year financial commitment to member agencies for both programming and operations. Core funding offers frontline agencies the stability and flexibility they need to respond to emerging community needs. Community grants, supporting a wide variety of programs, are another investment tool United Way uses to support social services.

United Way also invests in frontline agencies by working to improve their capacity to serve our community. Initiatives like governance training and leadership development play an important role in strengthening the sector. United Way connects community agencies with support from leaders in the business and non-profit sectors—because we believe strong and adaptable agencies are a vital part of healthy, resilient communities.

PROGRESS

Strengthening the social fabric of our city

In a year when so many community agencies experienced growing pressure and rising demand for services, we were able to increase our investment in the social fabric of our city.

In 2011 we invested \$54.3-million in core program and operating funding to our network of member agencies. And thanks to the generosity of our donors, we were able to do even more. In June we announced an additional, one-time grant of almost \$1-million to help member agencies meet rising need in our city.

Last year United Way agencies continued to offer services to people when they needed it most—providing shelter to those without a home and job training to those who can't find work. They also offered less urgent, but equally vital programs that helped people lead better lives—such as services to help newcomers settle in Toronto and programs to keep youth active and engaged.

From poverty to possibility



Helping people find jobs

For seventeen years, Wesley worked in medical sales. When the economy took a turn for the worse, his company suffered a drop in demand. In 2010 Wesley lost his job.

Unable to afford to update his training, Wesley wasn't sure what to do. He tried to find work on his own—networking, scanning employment websites—without success. That's why he decided to talk to an employment consultant at COSTI, a United Way member agency.

▲ Wesley (left) launched a successful second career thanks to his employment consultant at COSTI (right).

COSTI suggested that Wesley draw on transferable customer service skills and previous experience as an auto parts clerk to work toward a position in the automotivesector. They helped him apply for a government re-training program. A year later, he received a certificate from the Automotive Training Centre and found a job as an Auto Service Advisor.

Wesley, like all clients of COSTI's employment services programs, is so grateful for the support he received. "My success could not have happened without COSTI's guidance and generosity. They made a difference at a crucial time in my life." ●

Supporting vital community programs

In 2011, in addition to offering member agencies core funding, United Way supported several vital programs through community grants. We funded 38 organizations offering summer recreation programs for young people, invested almost \$1.5-million in early-years supports for families with children age 0–6 and contributed over \$325,000 to offer homeless people food, shelter and clothing through the winter. United Way supported 18 social enterprises employing vulnerable people through the Toronto Enterprise Fund.

Last year the **Winter Warmth** program continued to provide financial assistance to low-income families struggling to pay their heating and hydro bills. In 2012 Winter Warmth will become part of the new province-wide Low-Income Energy Assistance Program (LEAP) supported by the Ontario Energy Board.

Healthy people, strong communities



Helping people meet their full potential

The customers are lining up for their breakfast and coffee at the Out of this World Café, located at the Centre for Addiction and Mental Health. Cathy is ringing up their orders. She is fast, friendly and efficient. But she wasn't always so confident.

"The first thing they asked me to do when I started working here was to do the cash. I didn't think I could do it," Cathy explains. "But now I'm not only doing it, I'm teaching others."

Cathy and her colleagues are among the 20 per cent of Canadians who will

personally experience a mental illness in their lifetime. Most would have a hard time finding a job in the mainstream labour market, but the café provides a stable income and a structured, professional environment.

"It's important that we have this job, because it keeps us healthy. I have not been sick since I started working here," says Cathy.

The Toronto Enterprise Fund (TEF)—a partnership between United Way and all three levels of government—helps people like Cathy achieve their full potential every single day. ●

▲ People like Cathy have gained confidence, experience and independence through innovative social enterprises.

Last year United Way invested

\$77.4M

directly in our community.

Investing more than dollars

United Way's support of community agencies goes beyond financial investment. We're committed to building the capacity of our agency partners to serve our community.

With the graduation of its fifth cohort in October 2011 the **Creative Institute for Toronto's Young (CITY) Leaders** celebrated an exciting milestone: 100 trained young people with the skills, networks and credentials they need to be strong leaders in the non-profit sector.

Last year staff from community agencies took part in training through the **Non-Profit Mentors Circle**, which works to build participants' skills as mentors and coaches.

United Way connected **pro-bono consultants** with 16 member agencies last year. These consultants provided support in a variety of areas including human resources, strategic planning and marketing.

We also continued to connect our agencies with **supplies and equipment** donated by United Way supporters. Smaller gifts like a new printer are vital. So are larger gifts like IBM donating furniture for a new 77,000 square foot Community Hub in Rexdale.

In addition:

7.8M

was designated to other United Ways.

\$21.4M

was designated to other charities.

Partnering with agencies to improve social conditions

Member agencies are, and have always been, at the heart of United Way's work. That's why, when we decided to expand our work into new areas, we committed to working with our longtime partners. From improving the financial literacy of low-income people to strengthening inner-suburban neighbourhoods, agencies are crucial to all of our strategic initiatives.

IMPACT 2011, United Way's agency conference, brought together social sector representatives from across Toronto to explore how to best work together to build a better city for everyone.

All that kids can be



Building a bright future

Being a young newcomer to Canada can be tough. "I had a hard time finding my place," says Shaista, who moved to Toronto from Pakistan five years ago.

But things started to get better when she joined the environmental ambassadors program at AccessPoint on Danforth—a Community Hub run by Access Alliance Multicultural Health and Community Services. As Shaista learned about caring for our planet she began making new friends and feeling more at home in her new community.

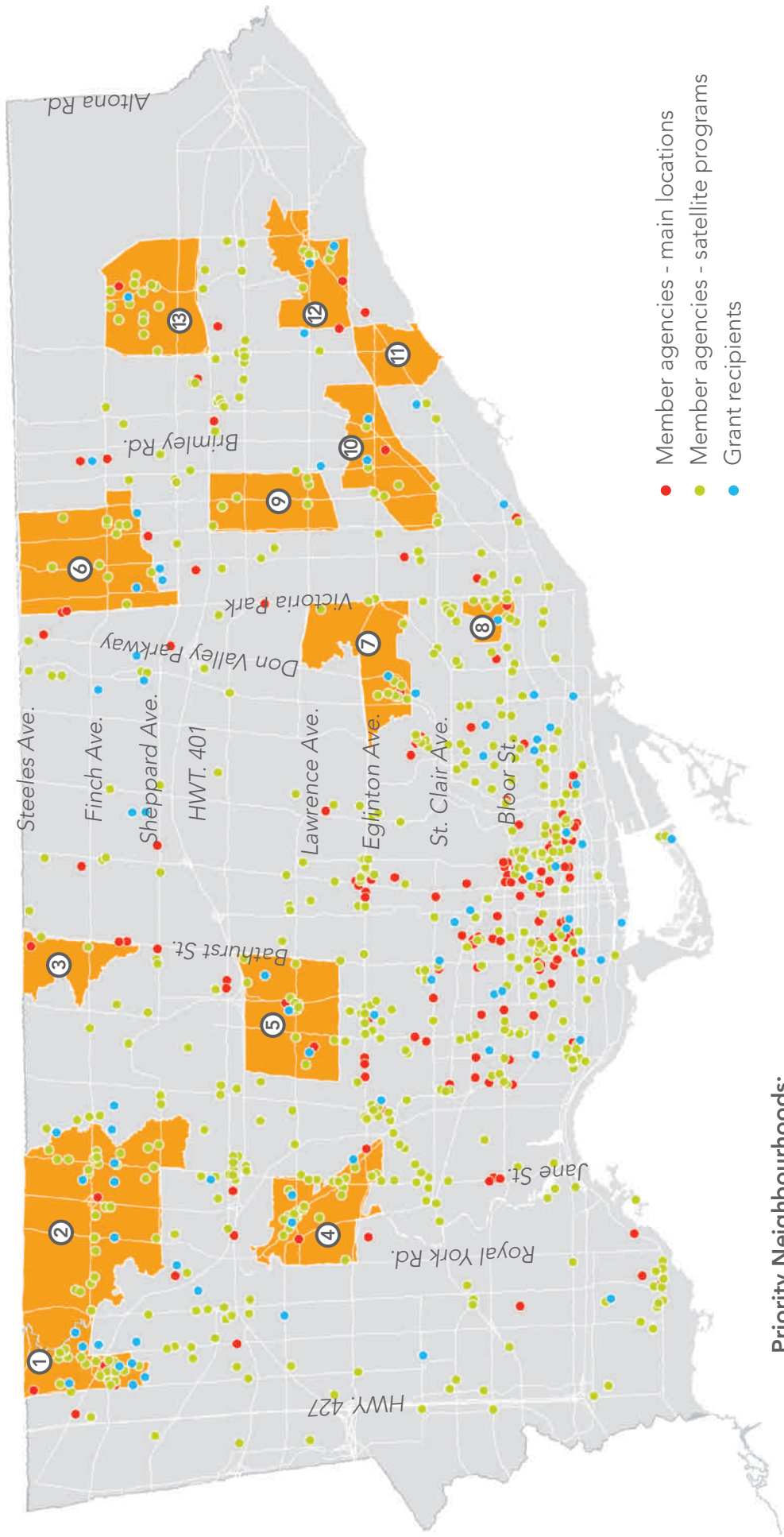
▲ Shaista and her friend Swathi learn about the environment and build connections in the AccessPoint Community Garden.

These days Shaista regularly attends a young women's drop-in program. Through programs that promote academic achievement and career development she has started to flourish. "It gave me a chance to make new friends and explore potential careers," says Shaista. She now has plans to go to college and become a paramedic.

Young newcomers like Shaista have found that dedicated youth space and programming make a big difference in helping them be all they can be. Thanks to agencies like Access Alliance, they are getting the support they need to build a bright tomorrow.



Member agencies, satellite programs and grant recipients



Priority Neighbourhoods:

- ① Jamestown
- ② Jane-Finch
- ③ Westminster-Branson
- ④ Weston-Mt. Dennis

- ⑤ Lawrence Heights
- ⑥ Steeles-L'Amoreaux
- ⑦ Flemingdon Park-Victoria Village
- ⑧ Crescent Town
- ⑨ Dorset Park

- ⑩ Eglinton East-Kennedy Park
- ⑪ Scarborough Village
- ⑫ Kingston-Galloway
- ⑬ Malvern

- Member agencies - main locations
- Member agencies - satellite programs
- Grant recipients



Getting at the root causes of social problems

United Way has always worked to meet immediate needs, but we've come to understand that treating symptoms alone is not enough. Through long-term strategies, we are targeting the conditions that create social challenges to build a better city for everyone.



United Way's Financial Literacy Strategy helps people like Aneesa develop the knowledge and skills they need to transition into financial stability.

🎯 GOAL

United Way works to create lasting positive change by improving social conditions over the long-term. This means going beyond helping one person at a time—it's about engaging multiple partners to change whole communities and make things better for all of us.

📊 TRENDS

Our community has suffered the negative impacts of a slow recovery for the past four years. But there are longer-term, multigenerational trends threatening to undermine Toronto's health and prosperity. United Way's research has revealed that poverty continues to deepen and concentrate in the inner-suburbs, where low-income families are increasingly living in high-rise rental towers.

These vulnerabilities are made worse by growing gaps in our community. A gap in opportunities has people struggling to find a job. A gap in services leaves many without access to the supports they need to build a better life. And there is a gap between neighbourhoods that are doing well and those at risk of falling further behind. If left unchecked, these serious challenges could put our entire city at risk.

🏗️ STRATEGY

United Way's strategy for creating long-term change is focused on improving social conditions over time. Our work begins with research, to help us understand our city's challenges and develop effective strategies to address them. We work in partnership—with community agencies, the private sector and all levels of government—in a coordinated approach that targets resources to areas where need is greatest.

In collaboration with our partners, United Way identifies the changes we want to see in our community. We measure ourselves against those outcomes to ensure we're on the right track. Many of the issues we're trying to address involve broad economic, social and political trends. That's why we work to improve the public's understanding of these issues and partner with decision-makers to take action.

Addressing long-term issues takes time—but we're already beginning to see the seeds of change take root.

📈 PROGRESS

Building understanding of our city and its challenges

Part of taking a long-term approach to improving social conditions involves understanding and talking about the issues that affect our city.

In 2011 we released our latest report: *Poverty By Postal Code 2: Vertical Poverty*. Building on our previous research, it highlighted the continued growth of poverty in Toronto's inner-suburbs. But it also revealed another important trend: our city's low-income families are increasingly concentrated in high-rise rental towers.

We've learned valuable lessons about community revitalization through our efforts to renew Toronto's 13 priority neighbourhoods. Since releasing *Vertical Poverty*, United Way has started applying those lessons to engaging residents in tower communities. We are also working collaboratively with organizations already invested in tower communities such as landlords, the City of Toronto and the Government of Ontario. In the long-term, we will work with these stakeholders to: develop spaces for neighbours to connect; increase access to community services; create economic opportunities; and advance community safety.

From poverty to possibility



ANC: Re-imagining a tower neighbourhood

Priority neighbourhoods are often home to low-income families who find more affordable housing in privately owned rental apartments. As a resident of Kipling Towers, Jamal understands the challenges facing many people living in high-rise towers. "Living in these buildings can be really isolating. You live close to lots of people, but you never get to know them," he explains.

That's why Jamal believes in the work of the Rexdale Action for Neighbourhood Change (ANC). Supported by Community Microskills Development Centre, ANC creates opportunities for residents

to get to know each other, voice their concerns and develop actions plans to improve their neighbourhoods.

Through ANC, Jamal and many other Kipling Tower's residents have created a vision for the kind of community they want to build. Some of those dreams, like a safe and accessible playground, have already become a reality. And working hand in hand to sow these seeds of change has brought neighbours closer together. By creating opportunities for residents to get inspired and involved, ANC is strengthening this community from the inside out. ●

▲ Jamal and his neighbours are working together to turn their apartment building into a thriving community.

Revitalizing inner-suburban neighbourhoods

In 2005 United Way and the City of Toronto identified 13 neighbourhoods most in need of support. These were high-poverty, inner-suburban communities where people faced multiple challenges. Neighbours rarely connected with one another. People had to take multiple buses to gain access to social services. Community space where residents could meet and connect was scarce.

United Way has been working in partnership with several organizations to remove these barriers to neighbourhood vitality. Our Building Strong Neighbourhoods Strategy is making progress toward our vision for Toronto: a city where every neighbourhood can thrive.

Healthy people, strong communities



Helping residents find their voice

Just six months after Christina moved to Canada with her family, a neighbour invited her to join the local Action for Neighbourhood Change's (ANC) pedestrian safety committee. The committee was concerned about a busy intersection that was unsafe for children and seniors.

"By joining the Bathurst-Finch Action for Neighbourhood Change I learned about my community by actively contributing to it," says Christina.

▲ With support from United Way, residents like Christina have helped strengthen neighbourhoods across Toronto's inner-suburbs.

ANC training, supported by Unison Health and Community Services, gave Christina the tools she needed to tackle problems in her community.

Along with her fellow committee members, Christina successfully lobbied the City of Toronto's Police and Traffic Department to get a stop sign installed. The stop sign not only enhanced community safety, it also showed Christina how she can work with her neighbours and lend her voice to make her neighbourhood a better, safer place to live. ●

1. Financial counsellors at Jane/Finch Community and Family Centre are helping Mikaela and her daughter achieve financial stability

2. The Youth Leadership Program at the Malvern Family Resource Centre helped put young people like Kenlyee on the road to success

3. Rajaa (top left) visited the Victoria Park Hub looking for support and found services to benefit her whole family

4. Angelica got a fresh start thanks to training and support from Women Moving Forward, a program that helps young mothers transition to financial independence

5. Young artists in Steeles L'Amoreaux like Tracey (right) were trained on making and selling Batik art—many have since started their own microbusinesses



Supporting local capacity for change

Action for Neighbourhood Change (ANC) continues to work in all 13 priority neighbourhoods to develop the capacity of local residents to make their communities better places to live. More than 300 residents have gained skills in leadership, team building and community development. Those residents are now transferring those skills to their neighbours.

Residents have built important local connections to community agencies, businesses and government representatives. These networks have led to ongoing resident representation at decision-making tables.

There are currently 70 local resident-led community groups supported by ANC. Whether they are opening farmers' markets or working with their local councillor to have a stop sign installed, these groups are making a real difference. Their impact becomes more noticeable every year: connections between neighbours are stronger, common spaces are better used and cared for and even community safety has improved. The Toronto Police Service has said that community organizations like United Way and its member agencies play an important role in reducing crime in our city.

Kick-starting resident-led projects

In 2011 United Way invested \$122,000 in resident-led projects in priority neighbourhoods. Resident Action Grants support local initiatives like community gardens, organized sports and neighbourhood celebrations—initiatives that bring people together and contribute to an area's vibrancy. Because they involve local people at every stage—planning, review, approval and implementation—Resident Action Grants also contribute to a sense of neighbourhood belonging.

Last year Enbridge Gas Distribution, understanding the great impact local investments can have in building healthier communities, made a significant investment in Resident Action Grants. Their \$400,000 gift will allow United Way to continue supporting residents in shaping their communities and being part of local solutions.

Improving access to community services and space

Community Hubs are part of United Way's strategy for addressing a lack of community space and inadequate access to social programs in Toronto's most under-served neighbourhoods.

In 2011 United Way joined Unison Health and Community Services to celebrate the opening of the Jane Street Hub in Weston-Mt. Dennis. United Way's four operational Community Hubs continue to have tremendous impact. Residents make full use of community kitchens and meeting rooms, regularly gain access to services and programs and delight in having all of those amenities in their neighbourhood and under one roof.

These Community Hubs, the result of collaboration among many donors, community agencies and governments, are a testament to the power of partnership. We continue to work with partners to open hubs in Rexdale, Bathurst-Finch, Dorset Park and Steeles L'Amoreaux.

Building partnerships for the good of our community

United Way is best known for its partnerships with community agencies, but as we begin to tackle more complex challenges we're engaging all sorts of organizations in our efforts to bring about long-term change.

The **Youth Challenge Fund** (YCF), a United Way partnership with the Government of Ontario, continued the development of youth-led legacy initiatives and much-needed community space across Toronto's 13 priority neighbourhoods. As YCF transitions into its legacy stage it continues to champion a youth-led approach to developing social programs for young people.

All that kids can be



Partnering with young leaders

When the members of Dorset Park's Youth Council (DPYC) said they needed a safe space in their community, they never imagined they would be designing not one but two facilities for their peers. But when people from all walks of life come together, the possibilities are endless.

As a result of a unique partnership among these young leaders, a United Way donor, the Youth Challenge Fund and all three levels of government, the Dorset Park community recently celebrated the opening of "The Commons"

—a 1,500 square foot youth space, which features a computer lab and outdoor patio.

From conducting community consultations to learning about urban planning, the creation of The Commons enabled DPYC members to use their voices, build new skills and contribute to their community. "No matter what we would have loved this place," says DPYC member Ronaldson, "but knowing that we worked to bring it to completion makes it that much more meaningful." ●

▲ Young leaders like Ronaldson (second from left) have helped create vital community space in Dorset Park.

In 2011 TD Bank Group, a founding partner of United Way's **Financial Literacy Strategy**, extended its commitment to helping low-income families develop the knowledge, skills and confidence they need to navigate complex financial systems.

Early in 2012 the City of Toronto renewed its commitment to strengthening under-served neighbourhoods. The **Toronto Strong Neighbourhoods Strategy 2020**, developed in consultation with United Way, builds on our shared successes and represents the next stage of our partnership. It includes a critical new element: a commitment to improving conditions in Toronto's high-rise rental towers.

BUILDING STRONG NEIGHBOURHOODS STRATEGY: PROGRESS SINCE 2006

4 Community Hubs to support neighbourhoods most in need of services

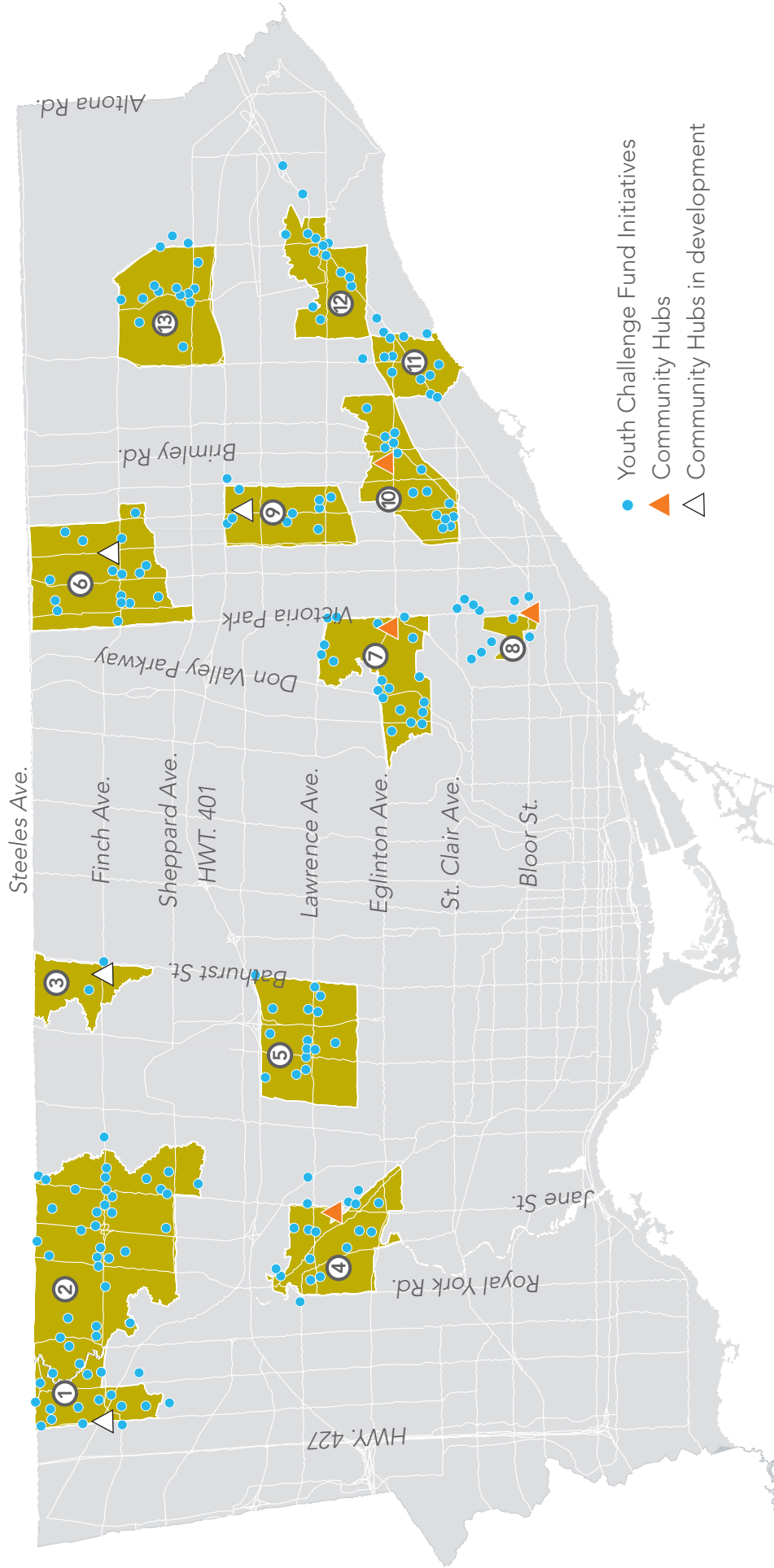
13 Action for Neighbourhood Change (ANC) sites established, one in each priority neighbourhood, to support local residents in leading change from within

70 Resident groups established across all ANC sites, creating opportunities for residents to overcome barriers to building strong neighbourhoods

100 Resident Action Grant projects designed and implemented by residents bringing people together, building local capacity and addressing neighbourhood issues

\$175M invested by United Way Toronto in 13 priority neighbourhoods, helping sow the seeds of change

ANCs, Community Hubs and YCF initiatives



Priority Neighbourhoods:

- ① Jamestown
- ② Jane-Finch
- ③ Westminster-Branson
- ④ Weston-Mt. Dennis

- ⑤ Lawrence Heights
- ⑥ Steeles-L'Amoreaux
- ⑦ Flemingdon Park-Victoria Village
- ⑧ Crescent Town
- ⑨ Dorset Park

- ⑩ Eglinton East-Kennedy Park
- ⑪ Scarborough Village
- ⑫ Kingston-Galloway
- ⑬ Malvern

- Youth Challenge Fund Initiatives
- ▲ Community Hubs
- △ Community Hubs in development

United we can.



Bringing people together to build a better city

Our approach is based on a simple but profound belief: that what unites us is ultimately far more powerful than what divides us. By working in partnership with others, we accomplish so much more than we ever could alone.



Susan McIsaac, President and CEO, celebrates the launch of United Way's 2011 campaign with supporters from across our community.

GOAL

We mobilize Toronto's financial and volunteer resources in the common cause of building a better city. United Way works to foster meaningful partnerships and effective collaborations among individuals and organizations that help make progress on our shared aspirations.

TRENDS

United Way's campaign gives people an opportunity to invest in a better city. But today's donors are seeking other ways to become involved in community building. Increasingly, donors want to learn more about important issues and donate not just their money, but also their time to make a difference.

Our donors and our community want United Way's work to go beyond treating symptoms—a more sophisticated approach that requires improved coordination at multiple levels. There is a growing movement toward better collaboration, both within our sector and with government, non-profits and the private sector.

STRATEGY

United Way provides donors with the opportunity to put their gifts to work in meaningful ways. But we also engage our supporters beyond fundraising, providing volunteer opportunities and engaging people in a meaningful conversation about the future of our city. As we work toward addressing the root causes of complex social challenges, United Way is reaching out to new partners to identify shared goals and coordinate efforts.

Our strategy is built on a belief that no one individual, organization or level of government can do it alone. It takes everyone working together to create lasting change. United Way works to bring together everyone who cares about Toronto—to mobilize people, ideas and resources to achieve our shared aspirations.

PROGRESS

A campaign to build a better city

Hundreds of United Way supporters rallied at AccessPoint on Danforth in September to launch United Way's 2011 campaign. With the help of Enbridge's Janet Holder, 2011 Campaign Chair, our CEO Susan McIsaac called on people across our city to help raise \$116-million for our community. The last four years had been difficult for our city. We knew the campaign would be tough. But demand for community services was on the rise and people were counting on us.

With one week left to go, we faced a \$3-million gap. We issued a special appeal to Torontonians: come together and help one another. In a tremendous demonstration of generosity, over \$2-million was raised that week alone.

Nearly **1,300**
people pounded the pavement
at the Scotiabank Rat Race for
United Way.

Over **10,000**
stepped up the world's tallest
tower at the Enbridge CN Tower
Climb to build a better city.

By the end of the campaign, over 150,000 donors had come together in this difficult year to raise \$115-million to make our city stronger. These funds will allow us to sustain our network of agencies through these uncertain times and continue to invest in long-term solutions for improving social conditions.

Healthy people, strong communities



Bringing out the best in people

When the recession first began it hit the manufacturing sector hard. That's why it's so impressive that Wrigley Canada, a top manufacturer, felt it was time to do even more to support our community. Since 2008 their giving has increased by nearly 40 per cent and the number of employees who give to United Way has tripled.

"We talked a lot about what United Way was doing in our community for our own people," explains Brock Whitehead, who manages Wrigley's Toronto factory. "It really motivated people to give something back."

But Wrigley employees do more than give generously. They partner with a local United Way member agency, Thorncliffe Neighbourhood Office, to support area youth and strengthen community services.

"We take pride in building our business while also building our community," says Dan Alvo, Marketing Director at Wrigley. "Joining forces with United Way was a perfect fit with our company values—it's been a terrific partnership." ●

▲ Brock Whitehead (second from left) and Dan Alvo (second from right) helped make United Way's 2011 campaign an unprecedented success.

Going beyond fundraising

Each year, thousands of individuals give their time, energy and enthusiasm to volunteer for our community through United Way. Whether they're renovating a community agency, directing traffic at a fundraising event or delivering a workshop on budgeting in a low-income neighbourhood, our volunteers are making a real difference in our community.

Through United Way's Day of Caring®, nearly 5,100 people took part in hands-on volunteer projects at community agencies. Since 2006 the number of Day of Caring volunteers has doubled, a powerful reminder that Toronto is a city filled with generous people committed to supporting their community.

From poverty to possibility



Women helping women

Pointing to growing poverty in Toronto, United Way's *Losing Ground* report was a call to action. It motivated a group of professionals to form Women Gaining Ground (WGG), dedicated to supporting a particularly vulnerable population: single moms.

In 2011 this hard-working group of 55 women raised an astounding \$345,000 to help support two programs run by United Way agencies: Women Moving Forward, run by Jane/Finch Community and Family Centre; and Homeward Bound, run by WoodGreen Community Services. Both programs help single mothers transition from social assistance to independence.

Through counselling, education and training—on everything from financial literacy to parenting—these two programs put 80 women on the path to employment last year alone. Not only did members of WGG contribute to support these programs, they acted as mentors to participants and organized training sessions on working in the corporate sector.

"We aren't just helping these young mothers get by; we are helping to inspire bigger dreams by strengthening their families for the long term," says Cathy Cronin, a long-time member of WGG. "It is equally rewarding and motivating for us." ●

▲ Women Gaining Ground volunteer Susan Chinery leading a workshop for participants of Women Moving Forward.

Bringing people together in common purpose

Toronto is a great city, but it's also a city that faces some challenges. And we know that to address the root causes of those challenges, we need everyone pulling together in the same direction. We believe that no one organization can do it alone. That's why United Way is committed to involving and engaging others in every aspect of our work.

United Way helps donors connect with people in our community, invites professional volunteers to share their talents with agencies and works with government to develop neighbourhood infrastructure. Together, United Way's stakeholders represent a significant force for good—a collective effort to build a better city.

All that kids can be



Breaking down barriers

When Edward Yu enrolled in a program at the University of Toronto's Scarborough Campus (UTSC) he was expecting a typical academic experience. But thanks to a visionary community partnership initiated by the Galin Foundation involving UTSC, United Way and East Scarborough Storefront, he found much more.

This novel cooperative venture connects students with opportunities to contribute to the development of priority neighbourhood Kingston-Galloway. It leverages UTSC and United Way's financial resources to break down the barriers between community residents and students.

▲ Edward Yu and East Scarborough Storefront Executive Director Anne Gloger work with community partners to break down social barriers in Kingston-Galloway.

"When I started my placement I thought I'd finish the work then leave," Edward says. But by working with local residents and organizing events to improve the neighbourhood, his connection to the community grew—he remains an active volunteer.

Other students involved in the project have also had great impact: developing business plans with local entrepreneurs, conducting research on neighbourhood issues and establishing new services. The project has been so successful that all partners involved have committed to continuing its important work.

"This is about more than a school placement," says Edward. "I feel strongly about being part of this community." ●

Leadership with deep roots in the community

Management Discussion and Analysis

At United Way we work diligently to maximize our impact on the communities we serve. We strive to ensure both our community-facing and our internal operations are as efficient as possible. In 2011 we moved forward with a number of important initiatives that will enable United Way to provide the best possible service to our community.

Last year United Way embarked on a two-year development plan to implement a new fundraising and constituent management solution. This initiative, known as Spark, is more than just a technology project. It is an opportunity for United Way to refine the internal systems and procedures that support our engagement with donors, community agencies, volunteers and many others. Ultimately our goal is to better serve and better manage our interactions with stakeholders from across our community.

In 2011 United Way also launched a new values statement to guide us as we strive to be agents of change—both within our organization and across our city.

Working together with—and being guided by—our **community** is at the heart of everything United Way does. We believe that when people come together, we accomplish so much more than we ever could alone.

At United Way, we strive to demonstrate **integrity** and **accountability** in everything we do. We deeply value the trust that our community has placed in us—and we work hard to ensure that trust will always be well-founded.

United Way's commitment to **diversity** and **inclusiveness** goes beyond reflecting the community we serve. We embrace different abilities, perspectives and experiences and are committed to the promotion of equity. Our aspiration is to build a community that welcomes, celebrates and values the contributions of all.

We are devoted to **excellence** and **innovation**. At United Way, we strive to go beyond expectations and seek out new ways to achieve our shared goals.

United Way is motivated by a commitment to **service**—to our donors, our neighbours and our city. Our achievements are defined by the collective success of the communities we serve. We believe our greatest strength is our ability to bring people together from all walks of life to build a better city.

Last year was the third year in United Way's Diversity and Inclusion Journey, an organization-wide effort to embed principles of inclusion and equity in all aspects of our work. Building on United Way's Code of Conduct & Ethics and Board Statement on Diversity, the Diversity and Inclusion Team's Charter includes several goals:

Promote respect, equity, access and participation for all individuals who interact with United Way

Embed Diversity and Inclusion into United Way's priorities

Create an equitable environment within United Way, enabling all employees to achieve their full potential

Incorporate various perspectives and ideas into United Way's culture, processes and work to develop better, more innovative solutions

Attract and retain new and diverse talent to promote equity and better reflect our evolving city

Gain a broader base of support for Diversity and Inclusion from volunteers, donors and partners

Position United Way to facilitate the collaborative efforts needed to make changes in community coalitions

United Way made some important changes to key internal structures last year to become an even more efficient and impactful organization. Many of our community-facing staff teams were merged into one Community Impact department. This strengthened both collaboration and communication. We are re-calibrating our governance model to maximize the contribution of our senior volunteers. Both changes will allow us to better serve our community while remaining accountable to our many constituents.

In 2011 United Way was recognized as being one of Greater Toronto's Top 100 Employers. This distinction recognized our commitment to creating an environment that enables open communication, that fosters teamwork and that allows each and every employee to be their best.

United Way worked to meet the many challenges facing our sector and our community in what was a difficult year for many. As we try to ensure that we are there to meet rising need in Toronto, we continue to strive to become the most innovative and effective organization we can be.

2011 Senior Executive Team

Susan McIsaac
President and
Chief Executive
Officer

Amy Tong
Chief Operating
Officer

JoAnne Doyle
Senior
Vice President,
Community Impact

Pedro Barata
Vice President,
Communications
& Public Affairs
(since July 2011)

Louise Bellingham
Vice President,
Marketing

Ann Edmonds
Vice President,
Information
Technology

Julia Gorman
Vice President,
Resource Development

Michael Herrera
Vice President,
Finance

Rahima Mamdani
Vice President,
Human Capital

Scott Perchall
Vice President,
Communications
& Public Affairs
(to June 2011)

2011 Officers

Yezdi Pavri
(Chair)
Board of Trustees
Deloitte

Jack Lee
Vice Chair,
Community Impact

John Cartwright
Vice Chair,
Labour Toronto
and York Region
Labour Council

Vince Timpano
Vice Chair,
Finance & Treasurer
Aimia

John Honderich
Member at Large
Torstar Corporation

Alnasir Samji
Immediate Past
Chair of the Board,
Alderidge
Consulting Inc.

2011 Board of Trustees

Yezdi Pavri
(Chair)
Deloitte

Paul Barnett
Paul A. Barnett
& Associates

Dino Bianco
Kraft Canada Inc.

John Cartwright
Toronto and York
Region Labour
Council

Antonella Ceddia
City of Toronto

David Denison
Canadian Pension
Plan Investment
Board

Leslie Gales
Midland Group
of Companies

Lew Golding
Centre for Addiction
and Mental Health

John Honderich
Torstar Corporation

Jack Lee

Agatha McPhee
OPSEU

Keiko Nakamura
Goodwill Industries
of Toronto, Eastern,
Central, and
Northern Ontario

June Ntazinda

Patricia O'Campo
Centre for Research
on Inner City Health

Anil Patel
Framework

Mike Pedersen
TD Bank Group

Alnasir Samji
Alderidge
Consulting Inc.

Frank Techar
Bank of Montreal

Vince Timpano
Aimia

2011 Committees

Administration and Audit Committee

Vince Timpano
Aimia
(Chair) *

Lynda Bowles
Deloitte

Astley L. Dennis

John Honderich
Torstar Corporation *

Sara Oates
WWF-Canada

Richard Venn
CIBC

Allocations and Agency Services Committee

Antonella Ceddia
City of Toronto
(Chair) *

Sandeep Kumar Agrawal
Ryerson University

Raksha Bhayana
Bhayana Management

André Chamberlain
Department of Justice Canada

Catharine Fennell
SWING Think Inc.

Sally Han
City of Toronto

Paul Koreen
KCI Canada

Mary Ann Kuntz
OPSEU

Agatha McPhee
OPSEU *

Perry Orestes
Scotiabank

Cathy Winter
Maytree Foundation

Appeals Committee**

Anil Patel
Framework
(Chair) *

Grace-Edward Galabuzi
Ryerson University

Patrick Johnston
Walter & Duncan Gordon Charitable Foundation

Nicole Jolly

Board Development Committee

Yezdi Pavri
Deloitte
(Chair) *

Aubrey Baillie
Newport Partners Inc.

Raksha Bhayana
Bhayana Management

John Campey
Social Planning Toronto

Robert Harding
Brookfield Global Infrastructure Advisory Board

John Honderich
Torstar Corporation *

Jack Lee *

Keiko Nakamura
Goodwill Industries of Toronto, Eastern, Central, and Northern Ontario *

Alnasir Samji
Alderidge Consulting Inc. *

Community Impact Committee

Jack Lee
(Chair) *

Victoria Bowman
WoodGreen Community Services

Antonella Ceddia
City of Toronto *

Lew Golding
Centre for Addiction and Mental Health *

Kamala-Jean Gopie

Debra Grobstein
Campbell

John Honderich
Torstar Corporation *

Liz Janzen
City of Toronto

Jean Lam

Tonika Morgan
Toronto Community Housing Corp.

Keiko Nakamura
Goodwill Industries of Toronto, Eastern, Central, and Northern Ontario *

Patricia O'Campo
Centre for Research on Inner City Health *

* Members of the Board of Trustees

** The Appeals Committee was not called upon in 2011



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



Mixed Sources

Product group from well-managed forests and other controlled sources
www.fsc.org Cert no. SCS-COC-004484
© 1996 Forest Stewardship Council



Greater Toronto's
Top Employers

2012



United Way
Toronto

2011-12 Allocations to Partners and Member Agencies



Give. Volunteer. Act.

2011-12 ALLOCATIONS TO PARTNERS AND MEMBER AGENCIES (for the period April 1, 2011 to March 31, 2012)

<i>PARTNERS</i>	<i>ALLOCATION</i>	<i>ONE-TIME GRANT</i>
Canadian Red Cross - Toronto Region (The)	2,495,111	15,000
Labour Community Services of Toronto Inc.	566,076	11,300
TOTAL: PARTNERS	\$3,061,187	\$26,300

<i>MEMBER AGENCIES</i>	<i>ALLOCATION</i>	<i>ONE-TIME GRANT</i>
A.C.C.E.S. (Accessible Community Counselling and Employment Services)	227,539	4,550
519 Church Street Community Centre	190,508	3,800
Abrigo Centre	256,650	5,150
Access Alliance Multicultural Health and Community Services	150,000	3,700
Agincourt Community Services Association	406,632	8,150
Aisling Discoveries Child and Family Centre	191,202	3,800
Albion Neighbourhood Services	424,197	8,500
Anishnawbe Health Toronto	183,260	3,700
Barbra Schlifer Commemorative Clinic	197,467	3,950
Baycrest Centre for Geriatric Care	300,079	6,000
Bernard Betel Centre for Creative Living	205,805	4,100
Big Brothers & Big Sisters of Toronto	380,607	7,600
Birchmount Bluffs Neighbourhood Centre	206,059	4,100
Bloor Information and Life Skills Centre	299,626	6,000
Bond Child and Family Development	185,745	3,700
Braeburn Neighbourhood Place	403,007	8,050
Call-A-Service Inc./Harmony Hall Centre for Seniors	180,960	3,700
Canadian Centre for Victims of Torture	232,542	4,650
Canadian Council on Social Development	48,789	3,700
Canadian Hearing Society - Toronto Region	594,867	11,900
Canadian Mental Health Association Toronto Branch	604,123	12,050
CANES Community Care	177,256	3,700
Carefirst Seniors & Community Services Association	361,997	7,250
Central Neighbourhood House Association	717,888	14,350
Centre For Independent Living in Toronto (C.I.L.T.) Inc.	181,330	3,700
Centre for Information & Community Services of Ontario	491,360	9,850
Centre For Spanish-Speaking Peoples	247,894	4,950

Centre francophone de Toronto	120,216	3,700
Child Development Institute	274,644	5,500
Chinese Family Services of Ontario	488,188	9,750
Christie-Ossington Neighbourhood Centre	138,000	3,700
Circle of Home Care Services (Toronto)	215,120	4,300
CNIB	1,015,000	15,000
College-Montrose Children's Place	131,784	3,700
Community Living Toronto	826,698	15,000
Community MicroSkills Development Centre	386,262	7,750
COSTI	619,889	12,400
Cross-Cultural Community Services Association (The)	179,376	3,700
CultureLink	183,391	3,700
Davenport Perth Neighbourhood and Community Health Centre	306,490	6,150
Delisle Youth Services	316,994	6,350
Delta Family Resource Centre	391,103	7,800
Distress Centres of Toronto	276,368	5,550
Dixon Hall	560,231	11,200
Doorsteps Neighbourhood Services	196,865	3,950
Dovercourt Boys' & Girls' Club	285,836	5,700
Downsview Services to Seniors Inc.	98,592	3,700
East Metro Youth Services	140,000	3,700
East Scarborough Boys' and Girls' Club	514,011	9,950
East Scarborough Storefront, a project of Tides Canada Initiative Society	57,749	3,700
Eastview Neighbourhood Community Centre	324,615	6,500
Elizabeth Fry Toronto	495,164	9,900
Epilepsy Toronto	200,360	4,000
Ernestine's Women's Shelter	329,884	6,600
Etobicoke Services for Seniors	215,550	4,300
Family Day Care Services	479,219	9,600
Family Service Toronto	3,695,387	15,000
Findhelp Information Services	702,883	14,050
Flemingdon Neighbourhood Services	265,439	5,300
FoodShare Toronto	284,112	5,700
For Youth Initiative In Toronto	150,000	3,700
Good Neighbours' Club (The)	166,016	3,700
Greek Community of Toronto	17,628	0
Hincks-Dellcrest Centre (The)	301,082	6,000
Homes First Society	196,746	3,950
Hong Fook Mental Health Association	328,775	6,600
Horizons For Youth	185,416	3,700
Humber Community Seniors' Services Inc.	103,199	3,700

Interval House Inc.	190,684	3,800
Jamaican Canadian Association	268,309	5,350
Jane/Finch Community and Family Centre	623,223	12,450
Jessie's, The June Callwood Centre for Young Women	287,504	5,750
Jewish Family & Child Service of Greater Toronto	1,754,051	15,000
Jewish Free Loan Toronto	71,540	3,700
JobStart	168,423	3,700
John Howard Society of Toronto	494,169	9,900
JVS Toronto	538,703	10,350
Lakeshore Area Multiservice Project (LAMP)	401,557	8,050
Macaulay Child Development Centre (The)	447,129	8,950
Malvern Family Resource Centre	420,411	8,400
Mid-Toronto Community Services Inc.	226,674	4,550
Miles Nadal JCC	112,912	3,700
Multiple Sclerosis Society of Canada Toronto Chapter	139,000	3,700
NA-ME-RES (Native Men's Residence)	213,614	4,300
Native Canadian Centre of Toronto	235,150	4,700
Native Child and Family Services of Toronto	405,425	8,100
Neighbourhood Centre	114,831	3,700
Neighbourhood Link Support Services	279,376	5,600
Nellie's	227,242	4,550
North York Community House	515,900	10,300
North York Seniors Centre	215,903	4,300
North York Women's Shelter	181,020	3,700
Northwood Neighbourhood Services	354,498	7,100
Ontario Council of Agencies Serving Immigrants	172,134	3,700
Ontario March of Dimes	283,697	5,650
Opportunity for Advancement	369,597	7,400
P.O.I.N.T. Inc. (People and Organizations in North Toronto)	103,673	3,700
Parkdale Community Information Centre 1	26,107	3,700
Planned Parenthood of Toronto	218,175	4,350
Prosserman Jewish Community Centre	481,646	9,650
Rexdale Women's Centre	310,663	6,200
S.E.A.S. Centre (Support Enhance Access Services Centre)	246,234	4,950
Scarborough Centre for Healthy Communities	344,030	6,500
Scouts Canada - Greater Toronto Council	351,000	7,000
Second Base (Scarborough) Youth Shelter	160,460	3,700
Second Mile Club Of Toronto	180,169	3,700
Self-Help Resource Centre of Greater Toronto	65,480	3,700
Senior Peoples' Resources in North Toronto Inc. (SPRINT)	146,441	3,700
Settlement Assistance and Family Support Services (SAFSS)	79,114	3,700
Sistering-A Woman's Place	333,624	6,650
Skills for Change	242,355	4,850

Social Planning Toronto	611,412	12,200
Springtide Resources Inc	193,028	3,850
St. Alban's Boys' & Girls' Club	399,200	8,000
St. Christopher House	768,590	15,000
St. Clair West Services for Seniors	285,151	5,700
St. Stephen's Community House	505,513	10,000
Storefront Humber Inc.	155,901	3,700
Sunshine Centres for Seniors	85,872	3,700
Syme-Woolner Neighbourhood and Family Centre	207,782	4,150
The Redwood	172,122	3,700
Thornccliffe Neighbourhood Office	434,003	8,700
Times Change Women's Employment Service	154,200	3,700
Toronto Centre for Community Learning & Development	142,139	3,700
Toronto Community Hostel	214,831	4,300
Toronto Kiwanis Boys' & Girls' Clubs	283,792	5,700
TransCare Community Support Services	195,886	3,900
Transition House Inc.	56,523	3,700
Tropicana Community Services Organization	446,933	8,950
UJA Federation of Greater Toronto	45,701	3,700
Unison Health and Community Services	113,255	3,700
University Settlement	329,834	6,600
VHA Home HealthCare	989,775	15,000
Volunteer Centre of Toronto	211,516	4,250
Warden Woods Community Centre	578,979	11,600
West Scarborough Neighbourhood Community Centre	523,782	10,500
West Toronto Support Services	52,825	3,700
Women's Habitat of Etobicoke	343,325	6,850
WoodGreen Community Services	843,933	16,850
Working Women Community Centre	391,904	7,850
YMCA of Greater Toronto	1,287,138	15,000
Yorktown Child and Family Centre	182,698	3,700
Yorktown Shelter for Women	169,430	3,700
Youth Assisting Youth	189,825	3,800
Youth Without Shelter	172,660	3,700
YOUTHLINK®	697,425	13,950
YWCA Toronto	1,428,047	15,000
TOTAL: MEMBER AGENCIES	\$51,178,448	\$951,500
GRAND TOTAL: PARTNERS AND MEMBER AGENCIES	\$54,239,635	\$977,800

2011-12 GRANT FUNDING (for the period April 1, 2011 to March 31, 2012)

These grants include Community Fund allocations, Tomorrow Fund disbursements and Special Gifts.

<i>ACTION FOR NEIGHBOURHOOD CHANGE</i>	<i>ALLOCATION</i>
Crescent Town: Neighbourhood Link Support Services	100,000
Dorset Park: Agincourt Community Services Association	100,000
Eglinton East-Kennedy Park: Scarborough Centre for Healthy Communities	100,000
Flemingdon Park-Victoria Village: Working Women Community Centre	100,000
Jamestown: Community MicroSkills Development Centre	100,000
Jane-Finch: Jane/Finch Community and Family Centre	100,000
Kingston-Galloway: East Scarborough Storefront, a project of Tides Canada Initiative Society	100,000
Lawrence Heights: North York Community House	100,000
Malvern: Malvern Family Resource Centre	100,000
Scarborough Village: Scarborough Centre for Healthy Communities	100,000
Steeles-L'Amoreaux: Agincourt Community Services Association	100,000
Westminster-Branson: Unison Health and Community Services	100,000
Weston-Mt. Dennis: Social Planning Toronto	100,000
TOTAL	\$1,300,000

<i>ACTION FOR NEIGHBOURHOOD CHANGE—RESIDENT ACTION GRANTS</i>	<i>ALLOCATION</i>
Flemingdon Park-Victoria Village: Working Women Community Centre	9,862
Jamestown: Community MicroSkills Development Centre	29,887
Kingston-Galloway: East Scarborough Storefront, a project of Tides Canada Initiative Society	34,936
Malvern: Malvern Family Resource Centre	35,361
Steeles-L'Amoreaux: Agincourt Community Services Association	4,499
Weston-Mt. Dennis: Social Planning Toronto	7,760
TOTAL	\$122,305

<i>COMMUNITY HUBS</i>	<i>ALLOCATION</i>
Crescent Town: Access Alliance Multicultural Health and Community Services	150,000
Dorset Park: Agincourt Community Services Association	570,000
Eglinton East-Kennedy Park: Scarborough Centre for Healthy Communities	150,000
Flemingdon Park-Victoria Village: Working Women Community Centre	150,000
Jamestown: Albion Neighbourhood Services	2,272,500

Steeles-L'Amoreaux: YOUTHLINK®	16,000
Westminster-Branson: Unison Health and Community Services	735,000
Weston-Mt. Dennis: Unison Health and Community Services	150,000
Weston-Mt. Dennis: Macaulay Child Development Centre	22,705
Weston-Mt. Dennis: North York Community House	20,800
Weston-Mt. Dennis: Yorktown Child and Family Centre	20,641
TOTAL	\$4,257,646

<i>YOUTH INITIATIVES</i>	<i>ALLOCATION</i>
Bridge to Success: Community MicroSkills Development Centre	33,870
Re-Mix	35,000
Toronto Sports Leadership Program	75,000
Youth Challenge Fund	500,000
TOTAL	\$643,870

<i>FOCUS ON YOUTH</i>	<i>ALLOCATION</i>
Access Alliance Multicultural Health and Community Services	5,000
Agincourt Community Services Association	9,000
Albion Neighbourhood Services	8,000
Applegrove Community Complex	8,429
Art Starts Neighbourhood Cultural Centre	10,000
B-Fitt Programs and Services (Sponsor: Agincourt Community Services Association)	18,601
Braeburn Neighbourhood Place	6,000
Caribbean Global Missions	7,000
Central Neighbourhood House	8,000
Centre for Spanish-Speaking Peoples	6,000
Community MicroSkills Development Centre	11,339
Delisle Youth Services	10,000
Doorsteps Neighbourhood Services	5,000
Dovercourt Boys' & Girls' Club	8,792
East Scarborough Boys' and Girls' Club	8,500
Eastview Neighbourhood Community Centre	15,767
Eritrean Canadian Community Centre	4,000
Flemingdon Park Parent Association	10,000
Friends in Trouble Youth Initiative (Sponsor: Jane/Finch Community and Family Centre)	7,000
Heart Beatz/Cliffcrest Community Centre	9,000
Kingsview Free Methodist Church	4,000
Malvern Family Resource Centre	9,000
MUJER (Sponsor: Jessie's, The June Callwood Centre for Young Women)	7,000
Neighbourhood Link Support Services	9,000
North York Community House	9,000
Northwood Neighbourhood Services	10,000

Oromo Coalition Against Youth Alienation (Sponsor: For Youth Initiative in Toronto)	6,000
Recognize the Real Life Skills and Education (Sponsor: Jane/Finch Community and Family Centre)	10,000
San Romanoway Revitalization Association	6,000
Scarborough Centre for Healthy Communities	7,029
Thornccliffe Neighbourhood Office	20,000
Tropicana Community Services Organization	8,000
UrbanArts Community Arts Council	5,000
Warden Woods Community Centre	10,000
West Scarborough Neighbourhood Community Centre	5,000
WoodGreen Community Services	4,000
YOUTHLINK®	7,000
Youth Association for Academics Athletics and Character Education (Y.A.A.A.C.E) (Sponsor: Jane/Finch Community and Family Centre)	9,000
TOTAL	\$320,457

<i>SUCCESS BY 6®</i>	<i>ALLOCATION</i>
Agincourt Community Services Association: Partnership	108,547
Aisling Discoveries Child and Family Centre: Partnership	102,032
Better Beginnings - NOW/Building Brighter Futures	79,266
Child Development Institute	109,000
Cliffcrest Community Centre	68,480
College-Montrose Children's Place: Partnership	86,413
Davenport Perth Neighbourhood and Community Health Centre:	
Growing Up Healthy Downtown	53,500
George Hull Centre for Children and Families (The):	
Etobicoke Brighter Futures Coalition	117,700
Jane/Finch Community and Family Centre	107,000
Jessie's, The June Callwood Centre for Young Women	107,000
Native Child and Family Services of Toronto	56,079
North York Community House/Unison Health and Community Services	80,250
Rexdale Women's Centre	80,250
Scadding Court Community Centre	79,726
Thornccliffe Neighbourhood Office: Action for Children Today and Tomorrow	80,250
Warden Woods Community Centre	72,760
Yorktown Child and Family Centre: Partnership	107,415
TOTAL	\$1,495,668

<i>TORONTO ENTERPRISE FUND</i>	<i>ALLOCATION</i>
60 Richmond East Café (Hospitality Workers Training Centre)	27,500
BlueSKY DJ Service (Children's Aid Society of Toronto)	20,000
CyberEquality, trading as Free Geek Toronto (Community Action Resource Centre)	48,944

Delightfully Yours Catering Services (North York Community House)	50,000
Dolobox Productions (Education Through Media)	50,000
Friends' Catering Company (Fred Victor Centre)	47,500
Furniture Link (Furniture Bank)	77,000
Haween Enterprises (Somali Women & Children's Support Network)	55,000
Inspirations Studio (Sistering - A Woman's Place)	77,500
Interpreter Service Toronto (Barbra Schlifer Commemorative Clinic)	35,000
Out of This World Café (World for Change)	130,000
Parkdale Green Thumb Enterprises (World for Change)	94,060
Phoenix Print Shop (Eva's Initiatives)	47,500
Social Purpose Enterprise Network of Toronto (Learning Enrichment Foundation)	15,000
St. John's Bakery (St. John the Compassionate Mission)	12,500
The Silver Brush (Houselink Community Homes & Parkdale Activity Recreation Centre)	22,500
Toronto Painting & Restoration Academy (Niagara International Children's Society)	11,250
TOTAL	\$821,254

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

<i>WINTER RELIEF</i>	<i>ALLOCATION</i>
519 Church Street Community Centre	8,000
Agincourt Community Services Association	10,900
Canadian Red Cross - Toronto Region (The)	9,500
Christie-Ossington Neighbourhood Centre	8,000
Community Action Resource Centre	9,500
Community Resource Connections of Toronto	7,000
Dixon Hall	13,800
Eastview Neighbourhood Community Centre	6,600
FoodShare Toronto	14,600
Fred Victor Centre	11,900
Good Neighbours' Club (The)	7,200
Good Shepherd Refuge Social Ministries	7,800
John Howard Society of Toronto	8,400
NA-ME-RES (Native Men's Residence)	6,500
Native Canadian Centre of Toronto	7,800
Native Child and Family Services of Toronto	11,600
Neighbourhood Link Support Services	7,200
Parkdale Activity Recreation Centre (PARC)	11,200
Scarborough Centre for Healthy Communities	7,000
Scarborough Housing Help Centre	6,000
Second Base (Scarborough) Youth Shelter	10,000
Sistering-A Woman's Place	10,643

St. Christopher House	16,000
St. John the Compassionate Mission	8,000
St. Stephen's Community House	9,907
Street Health Community Nursing Foundation	9,000
The Stop Community Food Centre	8,000
Toronto Friendship Centre (The)	8,600
University Settlement	9,300
Warden Woods Community Centre	7,200
Windfall Clothing Service	7,907
Wychwood Open Door Drop In Centre	8,000
Yonge Street Mission	12,000
YOUTHLINK®	12,000
YWCA Toronto	8,100
TOTAL	\$325,157

<i>FINANCIAL LITERACY PARTNERSHIP</i>	<i>ALLOCATION</i>
Toronto Neighbourhood Centres	150,000
TOTAL	\$150,000

There are other donor directed one-time gifts to the community that are not reflected in this list.



United Way
Toronto

2011 Financial Statements of United Way of Greater Toronto

Year ended March 31, 2012

Our commitment to you

Today's donors want the charities they support to be efficient, transparent and most importantly effective. At United Way we take very seriously our commitment to our donors. We do everything we can to meet their expectations by delivering outstanding social return on investment, holding ourselves to the highest standards of accountability and engaging in leading practices.

Our commitment to transparency extends to every aspect of our organization from our operations, to our reporting, to our Board of Trustees.

In 2012 United Way became one of the first non-profit organizations to be accredited by Imagine Canada's Standards Program. The Standards Program protects the interests of the public by evaluating charitable organizations' governance, financial accountability, fundraising standards, human resources and volunteer management.

From 2007 to 2009, United Way was recognized by the Voluntary Sector Reporting Awards (VSRAs) for promoting openness and accountability through our Annual Report to the Community. To recognize our outstanding achievements in transparent reporting, the VSRAs awarded United Way with the first-ever Exemplar title. As an Exemplar, United Way cannot be nominated for a VSRA again until next year.

In 2009 United Way received the Diversity in Governance Award, recognizing our efforts to exemplify good practices in building and benefiting from diversity through our Board of Trustees.

United Way works hard to ensure that every dollar raised has the greatest possible positive impact on our city. We leverage gifts from our donors into further investments by other organizations in vital community-building initiatives. In 2011 we engaged nearly 23,000 volunteers to make a real impact while helping keep costs low. We solicited pro bono services and in-kind donations to reduce office expenses. As a result, 14.4% of our revenue was spent on operating expenses—11.2% on fundraising and 3.2% on administration—making us a leader in our sector.

We couldn't build a better city without our donors. Our commitment to you is that we will continue to make every effort to remain transparent and efficient while ensuring that your donation has as much impact as possible on our community.

Governance and Financial Transparency

United Way Toronto has a strong, independent Administration and Audit Committee comprising six 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.

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 Pension 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). YCF's financial reports and activities are excluded from this report. A separate annual report and set of audited financial statements are produced by YCF for their March 31st year end. These statements are reviewed by the Administration and Audit Committee for the United Way Toronto Board of Trustees, which 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 strengthens its ability to invest in our community by diversifying its source of funds. Individual, workplace and corporate donations contribute to its financial health, as well as special events, grants and pro-bono support—from legal services to advertising space. United Way's financial strength and efficiency are also due to extraordinary support from various stakeholders.

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 \$115-million in our 2011 campaign, setting a new record for funds raised.

Despite a challenging economic environment we were able to maintain our commitment to our community partners while keeping our operating spending to a minimum thanks to the success of the 2011 campaign and prudent fiscal management.

Our Cost Revenue Ratio continues to be low at 14.4%. We maintain a strong focus on operational efficiency and our diligence is reflected in the cost ratio.

We continue to manage pledge losses to ensure more dollars flow to the community. Pledge loss was contained at 1.2% of total campaign revenue. This figure is lower than the rate in 2010–2011.

Due to the success of our 2011 Campaign, our Unrestricted Net Assets increased to \$49-million. Of this amount, we have commitments to invest \$39-million back into the community in the next year.

Our endowment fund, The Tomorrow Fund™, has a net balance of \$52-million thanks to the generosity and vision of donors who are investing in our city. The monies in The Tomorrow Fund™ are either externally or internally restricted for investment in the community. United Way Toronto continues to meet and exceed its CRA distribution quota.

2011-2012 results and recent trends:

Fiscal Year	2011–2012	2010–2011	2009–2010
Total gifts	\$ 119,174,000	\$ 118,778,000	\$ 140,829,000
Total distributions and community programs	\$ 106,640,000	\$ 102,914,000	\$ 128,038,000
Cost revenue ratio	14.4%	13.3%	14.0%
Pledge loss ratio	1.20%	1.51%	1.62%
Investment income/(losses)	\$ 655,000	\$ 6,336,000	\$ 7,223,000

* All figures for 2009–2010 represent a 15-month fiscal period.

Independent Auditors' Report

To the Board of Trustees of United Way of Greater Toronto

Report on the Financial Statements

We have audited the accompanying financial statements of United Way of Greater Toronto (operating as United Way Toronto), which comprise the statement of financial position as at March 31, 2012, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the

effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.


We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of United Way of Greater Toronto (operating as United Way Toronto) as at March 31, 2012, and its results of operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Report on Other Legal and Regulatory Requirements

As required by the Canada Corporations Act, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian generally accepted accounting principles have been applied on a basis consistent with that of the preceding period.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the "K" and ends under the "P", with a small upward tick at the end.

Chartered Accountants, Licensed Public Accountants

June 14, 2012
Toronto, Canada

Statement of Financial Position

Year ended March 31, 2012, with comparative figures for 2011

<i>(In thousands of dollars)</i>	2012	2011
Assets		
Current assets:		
Cash and cash equivalents	\$ 31,483	\$ 31,998
Campaign pledges receivable	27,760	29,480
Other receivables	616	637
Prepaid expenses	398	332
	60,257	62,447
Long-term investments (note 4)	78,104	68,035
Capital assets (note 5)	3,112	2,651
	\$ 141,473	\$ 133,133
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 2,997	\$ 4,200
Areawide and flowthrough gifts payable	10,245	9,672
Deferred campaign revenue	9,300	9,514
Other deferred revenue (note 6)	7,510	-
	30,052	23,386
Other deferred revenue (note 6)	6,638	4,699
Accrued pension liability (note 7)	476	520
Net assets:		
Internally restricted (note 8)	3,112	2,651
The Tomorrow Fund Endowment (note 9)	52,113	53,206
Unrestricted net assets (note 10)	49,082	48,671
	104,307	104,528
Commitments (note 12)		
	\$ 141,473	\$ 133,133

See accompanying notes to financial statements.

On behalf of the Board:

Trustee

Trustee




Statement of Operations

Year ended March 31, 2012, with comparative figures for 2011

<i>(In thousands of dollars)</i>	2012	2011
Revenue:		
Campaign revenue	\$ 133,471	\$ 129,373
Funds received from other United Ways	280	410
Funds received for other United Ways	(14,872)	(11,769)
Bequests	295	764
Total gifts	119,174	118,778
Pledge shrinkage	(1,427)	(1,796)
Total fundraising revenue	117,747	116,982
Government grants	659	1,129
Other income	3,325	1,283
	3,984	2,412
Investment income	655	6,336
Total revenue	122,386	125,730
Distributions and Community Programs:		
Allocations to United Way of Greater Toronto agencies and partners	56,517	55,341
Grant programs	7,907	6,199
Programs delivered by United Way of Greater Toronto	3,879	3,470
One-time donor specified donations to United Way of Greater Toronto programs, agency projects and grant programs (note 11)	3,362	5,311
Joint Areawide campaign proceeds to partner United Ways	6,234	7,039
Donor designations to:		
United Way of Greater Toronto agencies and partners	2,416	2,334
Other United Ways	1,642	1,636
Other registered charities	21,428	18,459
Allocations and needs assessment, program expenses	3,255	3,125
Total distributions and community programs	\$ 106,640	\$ 102,914

(continues on page 10)

Statement of Operations *(continued)*

Year ended March 31, 2012, with comparative figures for 2011

<i>(In thousands of dollars)</i>	2012	2011
Operating expenses:		
Fundraising	\$ 17,905	\$ 17,020
Recovery of joint Areawide campaign costs from partner United Ways	(376)	(445)
	17,529	16,575
Total distributions and expenses	124,169	119,489
Excess (deficiency) of revenue over distributions and expenses	\$ (1,783)	\$ 6,241
Allocated to:		
The Tomorrow Fund Endowment (note 9)	\$ (2,655)	\$ 3,248
Unrestricted net assets (note 10)	1,814	3,837
Internally restricted (note 8)	(942)	(844)
	\$ (1,783)	\$ 6,241

See accompanying notes to financial statements.

Statement of Changes in Net Assets

Year ended March 31, 2012, with comparative figures for 2011

<i>(In thousands of dollars)</i>	2012				2011			
	Internally restricted	Restricted for The Tomorrow Fund Endowment	Unrestricted	Total	Internally restricted	Restricted for The Tomorrow Fund Endowment	Unrestricted	Total
Net assets, beginning of year	\$ 2,651	\$ 53,206	\$ 48,671	\$ 104,528	\$ 3,000	\$ 49,482	\$ 45,329	\$ 97,811
Excess (deficiency) of revenue over distributions and expenses	(942)	(2,655)	1,814	(1,783)	(844)	3,248	3,837	6,241
Endowment contributions	-	1,562	-	1,562	-	476	-	476
Invested in capital assets	1,403	-	(1,403)	-	495	-	(495)	-
Net assets, end of year	\$ 3,112	\$ 52,113	\$ 49,082	\$ 104,307	\$ 2,651	\$ 53,206	\$ 48,671	\$ 104,528

See accompanying notes to financial statements.

Statement of Cash Flows

Year ended March 31, 2012, with comparative figures for 2011

<i>(In thousands of dollars)</i>	2012	2011
Cash flows from operating activities:		
Excess (deficiency) of revenue over distributions and expenses	\$ (1,783)	\$ 6,241
Items not involving cash:		
Amortization of capital assets	942	844
Unrealized gain (loss) on investments	1,160	(2,851)
Defined benefit pension expense	1,039	656
Change in non-cash operating working capital	10,280	2,087
Defined benefit pension contributions	(1,083)	(1,073)
Cash flows from operating activities	10,555	5,904
Cash flows from financing activities:		
Endowment contributions received	1,562	476
Cash flows from investing activities:		
Purchase of capital assets	(1,403)	(495)
Increase in investments, net	(11,229)	(275)
Cash flows used in investing activities	(12,632)	(770)
Increase (decrease) in cash and cash equivalents	(515)	5,610
Cash and cash equivalents, beginning of year	31,998	26,388
Cash and cash equivalents, end of year	\$ 31,483	\$ 31,998

See accompanying notes to financial statements.

1. Purpose of the organization:

The mission of United Way of Greater Toronto (operating as United Way Toronto) ("United Way") 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.

United Way is registered as a charitable organization under the Income Tax Act (Canada) (the "Act") and, as such, is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity under the Act, United Way must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

2. Significant accounting policies:

The financial statements have been prepared in accordance with generally accepted accounting principles applied within the framework of the significant Canadian accounting policies summarized below:

(a) Revenue recognition:

United Way follows the deferral method of accounting for campaign revenue.

United Way recognizes unrestricted donations as revenue when received or receivable. A provision for uncollectible pledges is recorded to reduce pledges receivable and revenue.

Restricted donations are treated as follows:

Certain United Ways are requested to act on behalf of employers and employee groups as the coordinator of their national campaigns and to receive and disburse funds on behalf of other United Ways within local communities. These campaigns are known as Centrally Coordinated Campaigns ("CCC").

- (i) Funds received from other United Ways:
These funds from other United Ways under the CCC arrangement are reported separately in revenue when received in these financial statements.

Notes to Financial Statements

(In thousands of dollars) Year ended March 31, 2012

Note 2: Significant accounting policies, continued

- (ii) Funds received for other United Ways:
Funds received by United Way under the CCC arrangement are included in the campaign revenue amount on the statement of operations when distributed. These distributed funds are recorded as a reduction to campaign revenue.
- (iii) Designated donations:
Designated donations for United Way that have not been disbursed at year end are recorded as deferred campaign revenue on the statement of financial position. Upon disbursement, the payment is recorded as an expense and the donation is recorded as campaign revenue.
- (iv) Donations restricted:
Donations restricted for a specific purpose that have not been spent at the end of the year are recorded as deferred campaign revenue on the statement of financial position. They are recognized as campaign revenue when paid.
- (v) Flowthrough donations:
Flowthrough donations are funds received under the flowthrough arrangements for other charities. The amount received is recorded as a liability under Areawide and flowthrough gifts payable.
- (vi) Grant revenue:
Grant revenue reported in these financial statements represents funds received from provincial and municipal governments. Other income reported in these financial statements represents funds received from foundations and utilities. Government grant revenue and other income are received for programs administered by United Way. The related program expenses and grant disbursements are included in the distributions and community programs section of the financial statements.
- (vii) Endowment contributions:
Endowment contributions are recognized as increases in net assets in the year in which they are received. Capital appreciation/depreciation for those funds which are below the distribution threshold are added or deducted from the principal and recognized as direct increases/decreases in net assets in the year in which they are incurred.
- (viii) Investment income:
Investment income includes dividends, interest, income distributions from pooled funds, realized gains (losses) and the net change in unrealized gains (losses) for the year.

Note 2: Significant accounting policies, continued

(b) Cash and cash equivalents:

United Way considers deposits in banks, certificates of deposit and short-term investments as cash and cash equivalents.

(c) Financial instruments:

Cash and cash equivalents and investments are classified as held-for-trading and stated at fair value. Campaign pledges receivable and other receivables are classified as loans and receivables, which are measured at amortized cost. Accounts payable and accrued liabilities and Areawide and flowthrough gifts payable are classified as other financial liabilities, which are measured at amortized cost.

In determining fair values, adjustments have not been made for transaction costs as they are not considered significant. The unrealized gain or loss on investments, being the difference between book value and fair value, is included in investment income in the statement of operations.

Transactions are recorded on a trade date basis.

Fair values of investments are determined as follows:

- (i) Fixed income securities and equities are valued at year-end quoted market prices, where available. Pooled funds are valued based on the reported fund managers' unit values. Where quoted market prices are not available, estimated fair values are calculated using comparable securities.
- (ii) Short-term notes, treasury bills and term deposits maturing within a year are stated at cost, which together with accrued interest income approximates fair value given the short-term nature of these investments.

The fair values of other financial assets and liabilities, being cash and cash equivalents, campaign pledges receivable, other receivables, accounts payable and accrued liabilities and Areawide and flowthrough gifts payable, approximate their carrying values due to the relatively short-term nature of these financial instruments.

United Way has adopted The Canadian Institute of Chartered Accountants' ("CICA") Handbook Section 3861, Financial Instruments - Disclosure and Presentation. In accordance with the Accounting Standards Board's decision to exempt not-for-profit organizations from the disclosure requirements with respect to financial instruments contained within Section 3862, Financial Instruments - Disclosures, and Section 3863, Financial Instruments - Presentation, United Way has elected not to adopt these standards in its financial statements.

Notes to Financial Statements

(In thousands of dollars) Year ended March 31, 2012

Note 2: Significant accounting policies, continued

(d) Capital assets:

Purchased capital assets are stated at acquisition cost and are amortized over their estimated useful lives. Amortization is provided on the following bases and the estimated useful lives of the assets as follows:

Asset	Basis	Rate
Computer equipment and software	Straight line	3 - 7 years
Furniture and fixtures	Declining balance	15%
Leasehold improvements	Straight line	Term of lease
Vehicle	Declining balance	25%

(e) Donated goods and services:

United Way benefits from substantial services in the form of volunteer time. Since the value of these donated services cannot be readily determined, they are not recorded in these financial statements. Donated goods are not recorded in these financial statements.

(f) Employee future benefits:

United Way has a combined registered defined benefit and defined contribution pension plan covering substantially all of its employees and an unregistered defined benefit pension plan. The benefits are based on years of service. The cost of the registered defined benefit and defined contribution plan is currently being funded. The unregistered plan is unfunded; the cost is expensed and accrued annually.

United Way accrues its obligations under its employee pension plans as the employee renders the services necessary to earn the pension. United Way has adopted the following policies:

- (i) The cost of pensions earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of expected plan investment performance, salary escalation and retirement ages.
- (ii) For the purpose of calculating expected return on plan assets, those assets are valued at fair value. The most recent actuarial valuation of the pension plan for funding purposes was as of January 1, 2010. The date of the next required valuation is January 1, 2013.

Notes to Financial Statements

(In thousands of dollars) Year ended March 31, 2012

Note 2: Significant accounting policies, continued

(iii) The excess of the net actuarial gain (loss) over 10% of the greater of the benefit obligation and the fair value of plan assets is amortized over the average remaining service period of active employees, which for the pension plan is 20 years.

(iv) The unamortized transitional asset is amortized over 20 years.

(g) Calculation of cost revenue ratios:

In accordance with United Way Canada's Transparency, Accountability and Financial Reporting (TAFR) policies, United Way uses the following method to calculate cost revenue ratios ("CRR"):

	2012	2011
Total revenue	\$ 122,386	\$ 125,730
Pledge shrinkage	1,427	1,796
Total revenue for CRR calculation	\$ 123,813	\$ 127,526
Breakdown of fundraising expenses on statement of operations:		
Direct fundraising expenses	\$ 13,923	\$ 13,148
General management and administrative expenses	3,982	3,872
Total fundraising expenses	\$ 17,905	\$ 17,020
Direct fundraising expenses as a percentage of total gifts	11.2%	10.3%
General management and administrative expenses as a percentage of total gifts	3.2%	3.0%
Total fundraising expenses as a percentage of total gifts	14.4%	13.3%

Notes to Financial Statements

(In thousands of dollars) Year ended March 31, 2012

Note 2: Significant accounting policies, continued

(h) Allocation of expenses:

General management and administrative expenses are allocated between fundraising expenses and allocations and needs assessment based on effort.

General management and administrative expenses are allocated as follows:

	2012			2011		
Fundraising	\$	3,982	84.6%	\$	3,872	84.5%
Allocations and needs assessment		724	15.4%		711	15.5%

(i) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

3. Youth Challenge Fund ("YCF"):

The Province of Ontario (the "Province") established the YCF in 2006 and appointed United Way as the trustee. The Province advanced United Way the sum of an initial \$15,000 and set up an independent board to oversee the operation of the program over a three-year period. As the trustee, United Way is responsible for the operation of the program and financial stewardship of the funds on behalf of the Province. The program has been extended until 2013.

The financial activities of YCF are not reported on these financial statements. A separate set of audited financial statements for YCF are produced and filed with the Province.

Notes to Financial Statements

(In thousands of dollars) Year ended March 31, 2012

4. Investments:

	2012		2011	
	Book value	Fair value	Book value	Fair value
Canadian fixed income securities	\$ 14,118	\$ 14,191	\$ 4,919	\$ 4,858
Pooled fund investments with The Toronto Community Foundation:				
Sprott Private Wealth Pooled Fund	61,759	63,021	59,729	61,836
	900	892	900	1,341
	\$ 76,777	\$ 78,104	\$ 65,548	\$ 68,035

The Canadian fixed income securities produce a yield to maturity of 1.78% (2011 - 4.08%) and have a weighted average term to maturity of 1.51 years (2011 - 0.72 years).

Investments held for The Tomorrow Fund total \$52,113 (2011 - \$53,206) (note 9).

5. Capital assets:

	2012		2011	
	Cost	Accumulated amortization	Net book value	Net book value
Computer equipment and software	\$ 8,236	\$ 6,019	\$ 2,217	\$ 1,591
Furniture and fixtures	1,277	926	351	380
Leasehold improvements	1,989	1,445	544	680
Vehicle	36	36	–	–
	\$ 11,538	\$ 8,426	\$ 3,112	\$ 2,651

Notes to Financial Statements

(In thousands of dollars) Year ended March 31, 2012

6. Other deferred revenue:

Information about other deferred revenue is as follows:

	2012	2011
Current portion of other deferred revenue:		
Legal settlement re: Winter Warmth Fund	\$ 4,699	\$ –
Legal settlement re: Late Payment Settlement	2,811	–
	7,510	–
Long-term portion of other deferred revenue:		
Legal settlement re: Winter Warmth Fund	–	4,699
Legal settlement re: Late Payment Settlement	6,638	–
	6,638	4,699
Total other deferred revenue	\$ 14,148	\$ 4,699

Winter Warmth Fund

During 2007, United Way received a \$9,000 legal settlement related to a class action against a utility. United Way was charged with investing the \$9,000 and an amount equal to the estimated annual income from the funds, to be used to assist specific utility customers who qualify under the Winter Warmth Fund program operated by United Way and its affiliates with their bills. The Winter Warmth Fund provides assistance with utility bills to qualifying low-income individuals and families. The Winter Warmth Fund receives other funds in addition to the estimated annual income on the \$9,000.

In the event the Winter Warmth Fund ceases operation, all available funds shall be distributed to Ontario United Way organizations for charitable purposes as each Ontario United Way sees fit. United Way will be entitled to 52 per cent of the distribution and 44 United Way organizations will be entitled to the remaining 48 per cent. United Way's 52 per cent portion of the original \$9,000 settlement is recorded as investments with the offset to other deferred revenue. The remaining 48 per cent of the investments that are held in trust on behalf of United Way organizations are not recorded in these financial statements. As the Winter Warmth Fund is scheduled to cease operations in May 2012, this amount has been recorded as a current liability.

Notes to Financial Statements

(In thousands of dollars) Year ended March 31, 2012

Note 6: Other deferred revenue, continued

Late Payment Settlement

In July 2011, United Way received a \$11,234 legal settlement related to a class action against a group of electricity distribution companies in Ontario. United Way was charged with distributing these funds through an appropriate Low Income Energy Assistance Program. United Way has decided to supplement the Ontario Energy Board's Low-Income Energy Assistance Program (LEAP).

Every year, eligible agencies will contact United Way to request funds from this Late Payment Settlement to supplement funding they have received for that year from LEAP. United Way will continue to supplement this program until all of the Late Payment Settlement funds have been distributed. Based on United Way's best estimate, \$2,811 will be distributed over the next twelve months and \$6,638 will be distributed in future years.

7. Accrued pension liability:

Information about United Way's defined benefit pension plans is as follows:

	2012	2011
Accrued pension obligation:		
Balance, beginning of year	\$ 9,482	\$ 7,222
Current service cost	734	491
Interest cost	601	475
Benefits paid	(386)	(219)
Actuarial losses	4,113	1,513
Balance, end of year	14,544	9,482
Plan assets:		
Fair value, beginning of year	7,070	5,683
Annual return on plan assets, net of administrative expense	78	533
Employer contributions	1,083	1,073
Benefits paid	(386)	(219)
Fair value, end of year	7,845	7,070
Funded status - deficit	(6,699)	(2,412)
Unamortized net actuarial loss	6,248	1,920
Unamortized past service cost	106	122
Unamortized transitional asset	(131)	(150)
Accrued pension liability	\$ (476)	\$ (520)

Notes to Financial Statements

(In thousands of dollars) Year ended March 31, 2012

Note 7: Accrued pension liability, continued

United Way's overall funded deficit amount of \$6,699 comprises \$4,287 (2011 - \$704) for its registered defined benefit plan and \$2,412 (2011 - \$1,708) for its unregistered defined benefit pension plan.

The accrued pension liability of \$476 comprises an accrued pension surplus of \$575 (2011 - \$433) for the registered defined benefit plan and an accrued pension liability of \$1,051 (2011 - \$953) for the unregistered defined benefit plan.

The significant actuarial assumptions adopted in measuring United Way's accrued pension obligations are as follows:

	2012	2011
Accrued benefit obligation:		
Discount rate	4.45%	6.00%
Rate of compensation increase	3.50%	3.50%
Benefit costs:		
Discount rate	6.00%	6.25%
Expected long-term rate of return on plan assets	5.00%	5.00%
Rate of compensation increase	3.50%	3.50%

Plan assets consist of:

Equity securities	65%	63%
Debt securities	31%	33%
Other	4%	4%
	100%	100%

United Way's net defined benefit pension plan expense is as follows:

Current service cost,				
net of employees' contributions	\$	734	\$	491
Interest cost		601		475
Expected return on plan assets		(291)		(305)
Amortization of transitional asset		(20)		(20)
Amortization of unrecognized past service costs		15		15
Net pension plan expense	\$	1,039	\$	656

United Way contributed \$170 (2011 - \$187) to its defined contribution plan.

8. Internally restricted net assets:

Internally restricted net assets represent the amount invested in capital assets.

9. The Tomorrow Fund Endowment:

The Tomorrow Fund Endowment represents internally and externally restricted amounts. Externally restricted amounts refer to those gifts which have been specifically directed to The Tomorrow Fund by the donor. Internally restricted amounts are bequests and other donations that were given by donors to United Way, and have been transferred to The Tomorrow Fund by the Board. The Board of Trustees may make the internally restricted portion of The Tomorrow Fund available, should the circumstances warrant.

The Tomorrow Fund Endowment consists of the following:

	2012	2011
Externally restricted	\$ 19,166	\$ 18,170
Internally restricted	32,947	35,036
	\$ 52,113	\$ 53,206

The following amounts were transferred between the unrestricted net assets and The Tomorrow Fund Endowment:

Investment income (loss) on:		
Internally restricted funds	\$ 928	\$ 4,715
Externally restricted funds	(401)	659
Bequests	295	765
Distributions	(3,477)	(2,891)
Transfer to/(from) unrestricted net assets from/(to) The Tomorrow Fund Endowment	\$ (2,655)	\$ 3,248

Endowment contributions of \$1,562 (2011 - \$476) have been added to The Tomorrow Fund Endowment. These amounts are not included in revenue in the statement of operations and changes in net assets, but have been added directly to The Tomorrow Fund Endowment assets as stated in note 2(a)(vii).

10. Unrestricted net assets:

Unrestricted net assets are comparable to the retained earnings of a for-profit organization. These funds are earmarked by management for the following purposes:

	2012	2011
Funding commitments to specific United Way agencies and partners	\$ 38,884	\$ 39,339
Unfunded unregistered pension liability	2,412	1,892
Operating capital	7,786	7,440
	\$ 49,082	\$ 48,671

11. One-time donor specified donations to United Way of Greater Toronto programs, agency projects and grant programs:

United Way receives special one-time gifts from donors. These special gifts are targeted to specific programs, capital projects or grant programs managed by United Way or its member agencies. United Way works with special gifts donors to match their specific giving interest to United Way funding priorities in the community.

12. Commitments:

(a) Multi-year funding agreements:

United Way has entered into agreements with certain member agencies and partners to set their allocations over two- to five-year terms. The agreements can be renewed by mutual consent.

Funding commitments for the next two years are as follows:

2013	\$	38,884
2014		20,021
	\$	58,905

(b) Long-term lease:

United Way leases office premises and certain office equipment under long-term operating leases expiring up to May 31, 2022. Rental payments, excluding operating costs and realty taxes, over the next five years and thereafter are as follows:

2013	\$	995
2014		1,090
2015		1,008
2016		975
2017		970
Thereafter		5,829
	\$	10,867

13. Financial instruments:

(a) Investment risk management:

Risk management relates to the understanding and active management of risks associated with all areas of the business and the associated operating environment. Investments are primarily exposed to interest rate and market risk.

United Way mitigates these risks with an investment policy designed to limit exposure and concentration while achieving optimal return within reasonable risk tolerances.

(b) Credit risk:

Campaign pledges receivable and other receivables are subject to credit risk. Cash and cash equivalents are held in creditworthy financial institutions.

(c) Market and interest rate risks:

The risks associated with the investments are the risks associated with the securities in which the funds are invested. The value of equity securities changes with stock market conditions, which are affected by general economic and market conditions. The value of securities will vary with developments within the specific companies or governments which issue the securities. The value of fixed income securities will generally rise if interest rates fall and fall if interest rates rise. Changes in interest rates may also affect the value of equity securities. The value of securities denominated in a currency other than the Canadian dollar will be affected by changes in the value of the Canadian dollar in relation to the value of the currency in which the security is denominated.

14. Comparative figures:

Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.



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



Mark of Imagine Canada
used under license by
United Way Toronto

