



# STRONGER TOGETHER

**LEVERAGING OUR  
COLLECTIVE STRENGTH**

**2016 Annual Report**



**United Way  
Centraide  
Canada**

# STRONGER TOGETHER



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# 2016 REVIEW

## MESSAGE FROM THE CHAIR AND THE PRESIDENT & CEO

The United Way Centraide Movement draws its strength from our ability to work together collectively. Our focus on improving lives in local communities is bolstered by the collaboration that takes place on a wide variety of scales – from regional and provincial, to national and global. We truly are stronger together.

On behalf of the National Board of United Way Centraide Canada, we are pleased to share this 2016 Annual Report.

### Enhancing our relevance and sustainability

For our National Office, United Way Centraide Canada, and local United Way Centraide offices across the country, 2016 was a year focused on increased collaboration and foundational change in our Movement structures. In the ongoing pursuit of our 10-Year Strategic Directions – aiming to build our relevance and sustainability in a highly competitive and rapidly changing environment – we continued our collective work to strengthen the future of our Movement and that of the communities we serve.

### Transforming for effectiveness

As we strive to increase our impact in local communities, transformation has become a word of great meaning to the Movement. We are transforming the way that we work together, modernizing our approach to resource development, strengthening our brand, creating new standards for what it means to be a United Way Centraide, and redefining our place in the global United Way network.

Our Movement Transformation Program engaged United Ways and Centraides from

coast to coast in 2016, seeking to explore new ways of working together. Regional and provincial forums aimed to define the future of our Movement's organizational structure, energizing local leaders to embark on their own change agendas.

The 2016 Annual General Meeting signaled the introduction of our new Membership and Trademark License Agreements, and the approval of a new formula to fund our national work. Each of these developments will continue to play a significant role in our accountability to one another within the Movement, and to our communities.

### Building a stronger brand

2016 also marked the transition of our three-year National Marketing and Communications Strategy, which saw a bold group of over 40 United Ways join together on a journey to invest in strengthening and differentiating our brand. By leveraging our learnings and extending our collaborative efforts across the Movement in 2017, we will continue building on these efforts to speak with a stronger and united voice.

# 2016 REVIEW

## Acting as citizens of the world

Over the past year, we actively engaged with our new federal government, specifically on the settlement of Syrian refugees in our communities. Working collaboratively to share insights among the Movement, within our sector and with government, the United Way Centraide Movement acted as a key contributor in the Canadian solution to this global issue.

We also seconded a National Office staff member to work alongside European United Ways addressing the refugee crisis, aiming to exchange knowledge and build strategies for our global network to share.

The devastating fire in Fort McMurray similarly galvanized our nation in 2016, and United Ways in Alberta took the lead and rallied to support the community's recovery and rebuilding needs. In partnership with the Canadian Red Cross,

we continue to deploy our time, resources and talents to ensure the wellbeing of those displaced or otherwise affected by this disaster.

As United Ways and Centraides continue to play a leadership role in addressing these crises, we demonstrate once again the power of our Movement working together to resolve our country's most pressing issues – both in the short and long-term.

Finally, in our first full year of membership with United Way Worldwide, we exchanged tremendous value by working together with our colleagues around the world. Shared tools, resources and learning opportunities have expanded our knowledge base, and we in turn have contributed unique Canadian capacity to the global United Way network.

## Together, we are possibility

We are grateful – this year and every year – for the opportunity to work alongside the talented staff at United Ways and Centraides across the country and for the continued support of our donors and volunteers, and our workplaces, agencies and labour partners. As champions for the United Way Centraide Movement, you are at the heart of what we do. We gain our inspiration from your passion for change and dedication to improving lives locally. Thank you.

Together, in 2017, we will be stronger than ever.

**Dennis Jackson**  
Board Chair,  
United Way  
Centraide Canada

**Dr. Jacline Nyman**  
President & CEO,  
United Way  
Centraide Canada

**\$520+**  
**MILLION**

RAISED BY UNITED WAY  
CENTRAIDE TO INVEST IN  
IMPROVING LIVES LOCALLY



## OUR MISSION

**TO IMPROVE  
LIVES AND BUILD  
COMMUNITY  
BY ENGAGING  
INDIVIDUALS  
AND MOBILIZING  
COLLECTIVE ACTION.**

## OUR VALUES

Demonstrate trust, integrity, respect,  
inclusivity and transparency

---

Energize and inspire volunteerism  
and volunteer leadership

---

Endorse innovation, partnerships  
and collective action

---

Provide non-partisan leadership

---

Embrace diversity

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LOCAL UNITED WAY  
CENTRAIDE OFFICES  
IMPLEMENTED SOLUTIONS  
TO COMMUNITY ISSUES



# SPECIAL THANKS

## THANKS TO UNITED WAY CENTRAIDE CANADA'S SUPPORTERS & PARTNERS

United Way Centraide Canada is grateful to the individual donors and outstanding organizations that have made remarkable contributions to support our mission to improve lives and build community by engaging individuals and mobilizing collective action.

By contributing to United Way Centraide Canada, our supporters are helping us act as a national voice on social issues, provide leadership and support for United Ways and Centraides across the country, and create opportunities for a better life for everyone in our communities.

We thank the following individuals and organizations for their monetary and in-kind support in 2016:

### \$10,000 +

- Ruth Prevost\*
- KPMG LLP
- Volvo Car Canada Ltd.

### \$1,200 TO \$9,999

- Stephen A. Baigrie
- Jacques Bérubé
- Margaret S. Billson
- Yves Choquet
- Gennaro Colabatistto
- Caroline Davis
- Serge Desrochers
- Fran Fendeleit
- Yuri Fulmer
- Kelly Harrington
- Dennis Jackson

- Marc Jolicoeur
- Ian Keaveney
- Morant Lewis
- Lee Luxford
- Audrey Murray
- Jacline Nyman
- John Pillar
- Mario Rodrigue
- Motilal Sarjoo (Sarj)
- Punita Shah
- Canada Post
- Farm Mutual Insurance Pooled Funds
- General Mills Inc.
- Love & Light Mercy Fund at the Calgary Foundation
- NextEra Energy Canada
- The Philip Smith Foundation
- Telus
- United Steelworkers

### IN-KIND SUPPORT

- BLG (Marc Jolicoeur)
- Canada Post
- Kith & Kin Productions Inc.
- Mr. L.C. (Skip) Lumley
- Michael Parent
- TAXI
- Transformation by Design

### NATIONAL MEDIA PARTNERS

- Asian Television Network
- Bell Media
- National Post
- Rogers
- Shaw Media
- The Globe and Mail

\* Legacy gift through insurance policy to benefit United Way Centraide Canada





**1 MILLION+**

DONORS, STAFF AND  
VOLUNTEERS HELPED TO  
CHANGE LIVES IN THEIR  
COMMUNITIES

# OUR COMMITMENT

## OUR COMMITMENT TO RESPONSIBLE STEWARDSHIP

At United Way Centraide, we are mindful of the significant trust placed in us. Maintaining the confidence of our donors and partners through transparency and by following rigorous ethical standards continues to be a top priority.

United Way Centraide has a long history of responsible stewardship of our community's resources. We continue to be acknowledged for our best practices promoting openness and accountability, and make our administrative and fundraising costs available to the public.

In addition to following the standards set by the Canada Revenue Agency, United Way Centraide Canada has developed its own Transparency, Accountability and Financial Reporting policies, which are intended to ensure the highest degree of transparency and accountability when reporting financial information by member United Way Centraide organizations.

United Ways and Centraides strive to ensure that donor dollars are invested to maximize community impact. Donating to local United Ways and Centraides is one of the best ways to drive lasting and positive change in our

communities across the country. Taking an evidence-based approach to investment, leveraging donor gifts with investments from partner organizations, engaging hundreds of thousands of volunteers in support of community work, and soliciting pro-bono services, sponsorships and in-kind donations are just some of the ways we ensure the support of our donors is invested in the most effective manner possible.

United Way Centraide Canada is proud to be a member of Imagine Canada, and to be recognized for its leadership role in the non-profit sector.

# FINANCIAL REPORT

## INDEPENDENT AUDITORS' REPORT ON THE SUMMARY FINANCIAL STATEMENTS

To the Members of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l'Ontario

The accompanying summary financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l'Ontario, which comprise the summary statements of financial position as at December 31, 2016 and the summary statements of operations and changes in net assets for the year then ended, and related notes, are derived from the audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l'Ontario as at and for the year ended December 31, 2016.

We expressed an unmodified audit opinion on those financial statements in our reports dated March 31, 2017.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted auditing standards applied in the preparation of the audited financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l'Ontario. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l'Ontario.

### MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in note 1.

### AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

### OPINION

In our opinion, the summary financial statements derived from the audited financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l'Ontario as at and for the year ended December 31, 2016 are a fair summary of those financial statements, in accordance with the basis described in note 1.

Chartered Professional Accountants, Licensed Public Accountants  
March 31, 2017  
Ottawa, Canada

**1,700+**

PROGRAMS SUPPORTED  
ACROSS CANADA TO HELP  
KIDS BE ALL THEY CAN BE





## Summary Statement of Financial Position

December 31, 2016, with comparative information for 2015

### United Way Centraide Canada (National Office)

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
<b>Assets</b>		
<b>Current assets:</b>		
Cash and cash equivalents	450,872	360,736
Restricted cash and investments	1,632,543	2,257,880
Amounts receivable	96,656	518,052
Prepaid expenses	17,789	18,858
Related parties receivable	87,882	18,722
	<hr/> 2,285,742	<hr/> 3,174,248
Tangible capital and intangible assets	237,238	226,596
Investments	826,352	586,725
Investments - life insurance	49,388	49,388
	<hr/> 3,398,720	<hr/> 4,036,957
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	390,802	517,307
Restricted contributions	1,207,303	1,852,231
Funds held in trust	115,702	85,871
Donations payable to related parties	309,538	319,778
Deferred membership fees	–	22,295
	<hr/> 2,023,345	<hr/> 2,797,482
Deferred capital contributions	80,736	101,350
Deferred revenue - life insurance	49,388	49,388
<b>Net assets:</b>		
Unrestricted	1,088,749	963,491
Invested in tangible capital and intangible assets	156,502	125,246
	<hr/> 1,245,251	<hr/> 1,088,737
	<hr/> 3,398,720	<hr/> 4,036,957

See accompanying notes to summary financial statements.



## Summary Statement of Operations and Changes in Net Assets

Year ended December 31, 2016, with comparative information for 2015

### United Way Centraide Canada (National Office)

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
<b>REVENUE:</b>		
Donations	600,467	225,663
Fees and contributions	707,506	1,048,584
Investment and interest income	20,637	41,889
Membership dues	4,396,333	3,929,436
Other revenue	76,383	90,297
	<hr/> 5,801,326	<hr/> 5,335,869
<b>EXPENSES:</b>		
Amortization of tangible capital and intangible assets	86,843	62,909
Bank charges and interest	2,527	4,801
Conferences, meetings and travel	619,434	785,386
Insurance	5,076	4,347
Membership and publications	513,784	303,950
Office	30,300	41,526
Other services	414,320	80,051
Photocopying and printing	19,798	17,294
Postage and courier	5,381	4,361
Professional and consulting fees	744,926	856,999
Rent and occupancy	230,898	160,277
Salaries and employee benefits	2,880,935	2,722,671
Telecommunications	90,590	79,852
	<hr/> 5,644,812	<hr/> 5,124,424
Excess of revenue over expenses	156,514	211,445
Net assets, beginning of year	1,088,737	877,392
Net assets, end of year	<hr/> 1,254,251	<hr/> 1,088,737

See accompanying notes to summary financial statements.



## Summary Statement of Financial Position

December 31, 2016, with comparative information for 2015

### United Ways of Ontario

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
<b>Assets</b>		
<b>Current assets:</b>		
Cash	98,424	70,968
Accounts receivable	335	4,236
	98,759	75,204
Investments	2,610,381	2,583,717
	2,709,140	2,658,921
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	17,468	47,167
<b>Net assets:</b>		
Unrestricted	2,691,672	2,611,754
	2,709,140	2,658,921

See accompanying notes to summary financial statements.



## Summary Statement of Operations and Changes in Net Assets

Year ended December 31, 2016, with comparative information for 2015

### United Ways of Ontario

	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>
<b>REVENUE:</b>		
Unrealized gain	74,626	13,463
Investment income	68,782	107,489
Realized gains	23,255	53,904
Other income	13,727	5,190
Interest income	231	339
Contribution from United Way Centraide Canada	-	4,000
	<hr/> 180,621	<hr/> 184,385
<b>EXPENSES:</b>		
Meetings, conference and travel	48,875	57,954
Professional fees	16,272	5,244
Other	3,035	10,704
Salaries and benefits	1,211	72,667
Investment management fees	11,310	19,312
	<hr/> 80,703	<hr/> 165,881
Contributions to UWCs from Collaboration fund	20,000	15,000
	<hr/> 100,703	<hr/> 180,881
Excess of revenue over expenses	79,918	3,504
Unrestricted net assets, beginning of year	2,611,754	2,608,250
Unrestricted net assets, end of year	<hr/> 2,691,672	<hr/> 2,611,754

See accompanying notes to summary financial statements.



## NOTES TO SUMMARY FINANCIAL STATEMENTS

Year ended December 31, 2016

United Way Centraide Canada was incorporated on April 1, 1972 under the Canada Corporations Act. Effective July 8, 2013, United Way Centraide Canada continued its articles of incorporation from the Canada Corporations Act to the Canada Not-for-Profit Corporations Act. United Way Centraide Canada is a registered charitable organization for the purposes of the Income Tax Act (Canada) and as such is not subject to income tax and is able to issue donation receipts for income tax purposes.

United Way Centraide Canada is the national voice for the United Way Centraide Movement in Canada and internationally and in addition provides leadership and support to its members in achieving a shared mission to improve lives and build community by engaging individuals and mobilizing collective action.

United Ways of Ontario - Les Centraide de l'Ontario ("United Ways of Ontario - Les Centraide de l'Ontario") was officially established as a regional association under the legal auspices of United Way Centraide Canada on November 6, 1983. All assets of United Ways of Ontario - Les Centraide de l'Ontario are administered as trust funds by United Way Centraide Canada solely for the benefit of the United Ways and Centraides who are the members of United Ways of Ontario - Les Centraide de l'Ontario. In the event that United Ways of Ontario - Les Centraide de l'Ontario ceases to operate, or there is a change in operations, such that some or all of the assets are no longer required, the remaining assets will be distributed to the member United Ways and Centraides on a proportional basis to their original contribution.

### 1. Summary financial statements:

The summary financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, as at and for the year ended December 31, 2016.

The preparation of these summary financial statements requires management to determine the information that needs to be reflected in the summary financial statements so that they are consistent, in all material respects, with or represent a fair summary of the audited financial statements.

These summarized financial statements have been prepared by management using the following criteria:

- (a) whether information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and,
- (b) whether, in all material respects, the summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited financial statements, including the notes thereto.

Management determined that the statements of changes in net assets and cash flows do not provide additional useful information and as such has not included them as part of the summary financial statements.

The complete audited financial statements of United Way Centraide Canada and United Ways of Ontario - Les Centraide de l'Ontario are available upon request by contacting these organizations.



**1,000+**

PROGRAMS NATIONWIDE  
WORKED TO MOVE  
PEOPLE FROM POVERTY  
TO POSSIBILITY

# LEADERSHIP



## UNITED WAY CENTRAIDE CANADA BOARD OF DIRECTORS

1st row – left to right:

Dennis Jackson (Ontario)  
Dr. Jacline Nyman (Ontario)  
Yuri Fulmer (British Columbia)

2nd row – left to right:

Marlie Burt (Alberta)  
Alnasir Samji (Ontario)  
Debra Pozen-Osburn (Alberta)  
Ayn Wilcox (Manitoba)  
Caroline Davis (Ontario)  
Donald Lafleur (Ontario)  
François Mercier (Quebec)  
Serge Desrochers (Quebec)  
Kelly Harrington (Saskatchewan)

3rd row – left to right:

Motilall Sarjoo (Sarj) (Ontario)  
François Marcoux (Quebec)  
Marc Doucette (New Brunswick)

## OFFICERS

Dennis Jackson, C.F.P., PFP, MBA.

Board Chair

Yuri Fulmer, Vice-Chair

François Marcoux, Treasurer

Dr. Jacline Nyman, Secretary of the Board,  
President & CEO, non-voting member

## DIRECTORS

Marlie Burt

Caroline Davis

Serge Desrochers

Marc Doucette

Kelly Harrington

Donald Lafleur

François Mercier

Pierre Métivier (Jan-Aug)

Debra Pozen-Osburn

Alnasir Samji

Motilall Sarjoo (Sarj)

Ayn Wilcox

## STANDING COMMITTEES

### EXECUTIVE COMMITTEE

Dennis Jackson, Chair

Yuri Fulmer, Vice-Chair

François Marcoux, Treasurer

Dr. Jacline Nyman, President & CEO

### GOVERNANCE COMMITTEE

Yuri Fulmer, Chair

Dennis Jackson

Donald Lafleur

François Marcoux

Alnasir Samji

Dr. Jacline Nyman

### NOMINATING COMMITTEE

#### (SUB-COMMITTEE OF GOVERNANCE COMMITTEE)

Yuri Fulmer, Chair

Kingsley Bowles

Dennis Jackson

François Marcoux

Dr. Jacline Nyman

### FINANCE & AUDIT COMMITTEE

François Mercier, Chair

Serge Desrochers

Dennis Jackson

Alnasir Samji

Dr. Jacline Nyman

## AD HOC COMMITTEE

### GCWCC REVIEW COMMITTEE

Walter Flasz, Chair

Caroline Davis

Dennis Jackson

Rachel Larabie-LeSieur

Pierre Métivier (Jan-Aug)

Dr. Jacline Nyman

# OUR TEAM



## UNITED WAY CENTRAIDE CANADA TEAM MEMBERS

### 1st row – left to right:

Daniel Manseau  
Poya Kherghehpoush  
Mohammad Aryaie  
Kayt Render  
Andrew Strutt  
Tiffany Narducci  
Bill Wright  
Nicole Fontaine

Brigitte Jarvis  
Rob McCulloch  
Jacques Bérubé  
Brennan Heath  
Bill Morris  
Paul Totten

### 2nd row – left to right:

Dan Clement  
Sharon Lupton  
Nicole Espenant  
Dawn Phillips  
Marie-Josée Rosset  
Jacline Nyman  
Louise Bellingham  
Louise Powell-McCarthy

### Absent:

Robert Bédard  
Kim Lockhart

## EXECUTIVE TEAM

**Dr. Jacline Nyman**  
President & CEO

**Dan Clement**  
Executive Vice-President

**Sylvain Beaudry**  
Vice-President, Finance and Operations (Jan-Sept)

**Louise Bellingham**  
Vice-President, Communications and Brand Strategy

**Louise Powell-McCarthy**  
Vice-President, Governance and Networks

**Rob McCulloch**  
Vice-President, Fundraising Strategy

**Paul Totten**  
Chief Operating Officer (Oct-Dec)  
Vice-President, Business and Technology Solutions (Jan-Sept)

## MANAGEMENT TEAM

**Robert Bédard**  
Senior Manager, Office of the President & CEO

**Jacques Bérubé**  
National Director, Membership Accountability

**Nicole Espenat**  
Manager, Marketing and Communications

**Brigitte Jarvis**  
Manager, Accounting and Finance

**Poya Kherghehpoush**  
Director, Movement Transformation

**Kim Lockhart**  
National Director, Community Impact

**Sharon Lupton**  
National Director, Labour Programs and Services

**Daniel Manseau**  
Vice-President, Québec / ACQ

**Bill Morris**  
National Director, 211 Canada & Public Policy

**Kayt Render**  
Relationship Manager, United Way Worldwide

**Andrew Strutt**  
Relationship Manager, United Way Worldwide

## OPERATIONS TEAM

**Mohammad Aryaie**  
Business Intelligence Analyst

**Diane Dumont**  
Translator (Jan-Sept)

**Nicole Fontaine**  
Community Animator

**Brennan Heath**  
Marketing and Communications Officer

**Jennifer-Lee Mason**  
Senior Community Animator (Jan-Sept)

**Tiffany Narducci**  
Resource Development Officer

**Dawn Phillips**  
Executive Assistant

**Marie-Josée Rosset**  
Translator

**Bill Wright**  
Network & Systems Administrator

# ACROSS CANADA

**IN 2016, THERE WERE  
104 UNITED WAYS AND  
CENTRAIDES OPERATING IN  
CANADA, IN ADDITION TO  
OUR NATIONAL OFFICE.**

## **ALBERTA**

United Way Alberta Capital Region  
United Way Alberta Northwest  
United Way Calgary and Area  
United Way Central Alberta  
United Way Fort McMurray  
United Way Hinton  
United Way Lakeland  
United Way Lethbridge & South Western  
Alberta  
United Way Lloydminster & District  
United Way South Eastern Alberta

## **BRITISH COLUMBIA**

United Way Central & Northern Vancouver  
Island

United Way Central & South Okanagan/  
Similkameen  
United Way East Kootenay  
United Way Fraser Valley  
United Way Greater Victoria  
United Way Lower Mainland  
United Way North Okanagan Columbia  
Shuswap  
United Way Northern British Columbia  
United Way Powell River & District  
United Way Thompson Nicola Cariboo  
United Way Trail and District

## **MANITOBA**

United Way Brandon & District  
United Way Carberry & North Cypress  
United Way Morden and District  
United Way Portage Plains  
United Way Winkler & District  
United Way Winnipeg

## **NEW BRUNSWICK**

United Way Centraide Greater Moncton and  
Southeastern New Brunswick Region  
United Way Central New Brunswick  
United Way Saint John, Kings and Charlotte

## **NEWFOUNDLAND AND LABRADOR**

United Way Newfoundland & Labrador

## **NORTHWEST TERRITORIES**

United Way Northwest Territories

## **NOVA SCOTIA**

United Way Cape Breton  
United Way Colchester County  
United Way Cumberland County  
United Way Halifax  
United Way Lunenburg County  
United Way Pictou County

## ONTARIO

United Way Brant  
United Way Bruce Grey  
United Way Burlington & Greater Hamilton  
United Way Cambridge and North Dumfries  
United Way Centraide Ottawa  
United Way Centraide Prescott-Russell  
United Way Centraide Stormont, Dundas & Glengarry  
United Way Centraide Sudbury and/et Nipissing Districts  
United Way Centraide Windsor-Essex County  
United Way Chatham-Kent  
United Way City of Kawartha Lakes  
United Way Cochrane-Timiskaming  
United Way Durham Region  
United Way Elgin-St. Thomas  
United Way Guelph Wellington Dufferin  
United Way Haldimand & Norfolk  
United Way Halton Hills  
United Way Hastings & Prince Edward  
United Way Kingston, Frontenac, Lennox and Addington  
United Way Kitchener Waterloo & Area  
United Way Lanark County  
United Way Leeds & Grenville  
United Way London & Middlesex  
United Way Milton  
United Way Niagara Falls and Greater Fort Erie  
United Way Northumberland

United Way Oakville  
United Way Oxford  
United Way Peel Region  
United Way Perth-Huron  
United Way Peterborough & District  
United Way Renfrew County  
United Way Sarnia-Lambton  
United Way Sault Ste. Marie & district  
United Way Simcoe Muskoka  
United Way South Niagara  
United Way St. Catharines & District  
United Way Thunder Bay  
United Way Toronto & York Region

## PRINCE EDWARD ISLAND

United Way Prince Edward Island

## QUEBEC

Centraide Abitibi Témiscamingue et Nord-du-Québec  
Centraide Bas-Saint-Laurent  
Centraide Centre-du-Québec  
Centraide Duplessis  
Centraide Estrie  
Centraide Gaspésie Îles-de-la-Madeleine  
Centraide Gatineau-Labelle-Hautes-Laurentides  
Centraide Greater Montreal  
Centraide Haute-Côte-Nord/Manicouagan  
Centraide KRTB-Côte-du-Sud

Centraide Lanaudière  
Centraide Laurentides  
Centraide Mauricie  
Centraide Outaouais  
Centraide Québec et Chaudière-Appalaches  
Centraide Richelieu-Yamaska  
Centraide Saguenay-Lac-St-Jean  
Centraide Sud-Ouest du Québec

## SASKATCHEWAN

United Way Battlefords  
United Way Estevan  
United Way Regina  
United Way Saskatoon & Area  
United Way Swift Current  
United Way Weyburn & District  
United Way Yorkton & District

## YUKON

United Way Yukon





**2,700+**

PROGRAMS WORKED  
TO BUILD HEALTHY AND  
STRONG COMMUNITIES  
FOR ALL FROM COAST  
TO COAST



**STRONGER  
TOGETHER**