



United Way
Centraide
Canada

ACCELERATING

THE PACE OF CHANGE 2017 ANNUAL REPORT



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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

2017: ACCELERATING THE PACE OF CHANGE

MESSAGE FROM THE CHAIR AND THE PRESIDENT & CEO

On behalf of the Board of Directors and the staff of United Way Centraide Canada, we are pleased to share this 2017 Annual Report.

Volunteers and staff from United Way Centraide Canada and local United Way Centraides worked closely together in 2017 to gain momentum across three main priorities:

- the Movement transformation program;
- modernizing resource development; and
- growing pan-Canadian marketing and digital capacity.

These priorities underpinned and informed our work as we pursue our 10-Year Strategic Directions. We raised the pace of change in response to the acceleration of the drivers shaping the Movement's work—demographic

shifts, digital disruption, changes in charitable giving trends, increased competition, growing inequality in Canadian communities, and increasing human services requirements. We have had to accelerate the development of new and more sophisticated capabilities driving community impact, improved donor engagement and brand experience. Here are a few highlights.

MOVEMENT TRANSFORMATION

We continued to invest in regional transformation, with 22 United Way Centraides working together to successfully complete their amalgamations in 2017. A further eight United Way Centraides were in the advanced stages of preparation. Through this work, United Way Centraides strengthened their operations, resource development, marketing communications and community impact capabilities while sustaining a strong commitment to their local communities. While the number of United Way Centraides has been reduced, our service to more than 5,000 communities across Canada has not.

MEMBERSHIP ACCOUNTABILITY

All United Way Centraides signed new Membership Agreements and Trademark License Agreements in 2017 and adopted the updated Transparency Accountability and Financial Reporting policy. We also

launched the Membership Accountability and Performance Committee, and United Way Centraide Canada co-developed a joint venture with Centraide du Grand Montréal to register and manage the *Centraide* trademark.

RESOURCE DEVELOPMENT

The Resource Development Network identified three national priorities aimed at strengthening relationships with our donors: a Key Account Management approach to relationships with workplace campaign accounts; a national affinity strategy with a priority focus on women's philanthropy; and a new framework for delivery of our country's largest workplace campaign, the Government of Canada Workplace Charitable Campaign.

BUSINESS INTELLIGENCE

United Way Centraide Canada continued to promote data driven and evidence-based decision making in 2017, providing United Way Centraides with market research at the national level, relevant metrics and key performance indicators. A United Way Centraide Performance Framework and Dashboard was developed as the basis for understanding and monitoring local member and Movement-wide performance and risk. This will serve to strengthen our performance culture as it helps guide areas for capacity building and support our progress towards the Movement's Strategic Directions.

DIGITAL TRANSFORMATION

United Way Centraide Canada worked with United Way Worldwide to engage the Canadian Movement in the expansion of United Way Worldwide's Digital Services Operating Group and their partnership with Salesforce as they develop a new individual and employee engagement platform called *Salesforce Philanthropy Cloud*. We distributed a digital survey in November to understand where United Way Centraides are in their digital transformation journey, and developed a new modernized online donation platform.

BRAND STRATEGY

The Movement achieved greater brand alignment in 2017 with a strong content marketing strategy called *It Looks Like Me* for the fall campaign. A team of United Way Centraide marketing colleagues co-invested and co-created a broad range of locally customizable content assets that were scaled for use across the country. United Way Centraide Canada and the Brand Renewal Task Force also developed a new national brand positioning strategy. The strategy, built on key insights gathered through our brand-tracking research and the great content marketing work of 2017, is driving a renewed focus and coordinated national effort in strengthening affinity to the United Way Centraide brand for 2018 and beyond.

PUBLIC POLICY

In November, United Way Centraides across Canada celebrated a big public policy win with the announcement of Canada's first National Housing Strategy. United Way Centraide Canada and United Way Toronto & York Region had convened a collaborative of nonprofit and private sector national housing groups that worked for 18 months to successfully shepherd four policy proposals into the National Housing Strategy. United Way Centraides also played an important role in consultations towards a Canadian Poverty Reduction Strategy. Input from community conversations formed the basis of United Way Centraide Canada's consultation response, and informed development of four solution-focused policy papers. Many of the same themes and challenges United Way Centraides heard during community conversations were reflected in the government's consultation report.

STAKEHOLDER ENGAGEMENT

In June, the United Way Centraide National Conference brought together members from across the country to explore the global forces affecting our communities and what the United Way Centraide Movement can do to adapt and grow in an ever-changing world. We explored innovative ideas for how we can create a bolder, more impactful Movement and define a road to success over the next 10 years. Held in Toronto, *Foresight* was the result of a successful

collaboration between United Way Centraide Canada and United Way Toronto & York Region.

We are grateful for the collaborative relationships we have with United Way Centraides across the country, and for the continued support of our donors, volunteers, workplaces, agencies and labour partners. They are the champions of the United Way Centraide Movement and the local communities that are at the heart of what we do. Together, you inspire our transformation and our passion and dedication to improving lives locally. Thank you.

Sincerely,

Yuri Fulmer
Board Chair
United Way
Centraide Canada

Jacline Nyman
President & CEO
United Way
Centraide Canada



1 MILLION+

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

SPECIAL THANKS TO UNITED WAY CENTRAIDE CANADA'S SUPPORTERS

United Way Centraide Canada is grateful to the individual donors and outstanding organizations that have made remarkable contributions to support our mission.

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 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 support in 2017:

\$10,000 +

- Anonymous
- Nadir & Shabin Mohamed

\$1,200 TO \$9,999

- Louise Bellingham
- Jacques Bérubé
- Marlie Burt
- Brad Cain
- Linda C. Campbell
- James C. Cherry
- Caroline Davis
- Serge Desrochers
- Yuri Fulmer
- Spiro Georgopoulos
- Kelly Harrington
- Dennis Jackson
- Poya Kherghehpoush
- Kim Lockhart
- Sharon Lupton
- Rob McCulloch
- Lewis Morant
- Bill Morris
- Jacline Nyman
- Louise Powell-McCarthy
- Debra Pozega Osburn
- Carmen Prévost Vierula
- Paul Totten
- Charlotte Wilson
- Acxsys Corporation
- Belair Insurance Company Inc.

- Canadian Western Bank
- Credential Securities
- Enterprise Holdings Foundation
- FDC Real Estate Inc.
- IBM Employee Charity Fund
- Ipsos Reid
- Kathleen Faulkner & Marc Jolicoeur Fund
- Leon's Furniture Limited
- Love & Light Mercy Fund at the Calgary Foundation
- McFlint Foundation
- Richmond Chinese Evangelical Free Church
- Rise Up Strategies Inc.
- Suncor
- Telus
- The Philip Smith Foundation
- Walmart

IN-KIND SUPPORT

- Canada Post
- BLG (Marc Jolicoeur)
- Mr. L.C (Skip) Lumley
- TAXI
- Joe Media
- Louis Héroux
- Tavanberg

NATIONAL MEDIA PARTNERS

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



\$517+ MILLION
RAISED BY UNITED WAY CENTRAIDE TO
INVEST IN IMPROVING LIVES LOCALLY

OUR COMMITMENT

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 following rigorous ethical standards continues to be a top priority.

United Way Centraide has a long history of responsible stewardship of our communities' 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 Centraides strive to ensure that donor dollars are invested to maximize community impact. Donating to local United Ways 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.



2017 FINANCIAL STATEMENTS

FINANCIAL REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY FINANCIAL STATEMENTS

To the members of United Way
Centraide Canada

The accompanying summary financial statements of United Way Centraide Canada, which comprise the summary statements of financial position as at December 31, 2017 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 as at and for the year ended December 31, 2017.

We expressed an unmodified audit opinion on those financial statements in our reports dated April 5, 2018.

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 the United Way Centraide Canada. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of United Way Centraide Canada..

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 as at and for the year ended December 31, 2017 are a fair summary of those financial statements, in accordance with the basis described in note 1.

KPMG LLP
Chartered Professional Accountants,
Licensed Public Accountants
April 5, 2018

SUMMARY STATEMENT OF FINANCIAL POSITION

As at December 31, 2017, with comparative information for 2016 **United Way Centraide Canada**

	2017	2016
	\$	\$
Assets		
Current assets:		
Cash and cash equivalents	1,006,514	450,872
Restricted cash and investments	674,852	1,632,543
Amounts receivable	64,456	96,656
Prepaid expenses	1,337	17,789
Related parties receivable	24,944	87,882
	1,772,103	2,285,742
Tangible capital and intangible assets	214,193	237,238
Investments	750,000	826,352
Investments - life insurance	31,849	49,388
	2,768,145	3,398,720
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	430,312	390,802
Deferred revenue	13,494	–
Restricted contributions	116,007	1,207,303
Funds held in trust	100,474	115,702
Donations payable to related parties	458,371	309,538
	1,118,658	2,023,345
Deferred capital contributions	60,122	80,736
Deferred revenue - life insurance	31,849	49,388
Net assets:		
Unrestricted	1,403,445	1,088,749
Invested in tangible capital and intangible assets	154,071	156,502
	1,557,516	1,245,251
	2,768,145	3,398,720

See accompanying notes to summary financial statements.

SUMMARY STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

For the year ended December 31, 2017, with comparative information for 2016 **United Way Centraide Canada**

	2017	2016
	\$	\$
Revenue:		
Donations	372,671	600,467
Fees and contributions	829,280	707,506
Investment and interest income	25,820	20,637
Membership dues	4,678,285	4,396,333
Other revenue	71,081	76,383
	<hr/> 5,977,137	<hr/> 5,801,326
Expenses:		
Amortization of tangible capital and intangible assets	85,690	86,843
Bank charges and interest	38,271	30,430
Conferences, meetings and travel	740,828	456,310
Insurance	4,435	5,076
Membership and publications	512,016	513,784
Office	21,512	30,300
Other services	92,686	386,417
Photocopying and printing	16,069	19,798
Postage and courier	1,474	5,381
Professional and consulting fees	684,553	744,926
Rent and occupancy	234,308	230,898
Salaries and employee benefits	3,004,860	2,880,935
Subsidies	149,333	163,124
Telecommunications	78,837	90,590
	<hr/> 5,664,872	<hr/> 5,644,812
Excess of revenue over expenses	312,265	156,514
Net assets, beginning of year	1,245,251	1,088,737
Net assets, end of year	<hr/> 1,557,516	<hr/> 1,245,251

See accompanying notes to summary financial statements.

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.

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, 2017.

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 the United Way Centraide Canada are available upon request by contacting these organizations.

2. RELATED PARTY

On January 29, 2016, the United Way Centraide Canada Board of Directors resolved to dissolve United Ways of Ontario - Les Centraide de l'Ontario (UWO-CO). In December 2017, as per a disbursement schedule agreed to by the Board, disbursement of the assets of UWO-CO was begun, with \$2,345,369 being returned to the participating UWCs, representing 85% of each participant's proportionate share of the net assets. The final distribution and wind-up is expected to occur in 2018.



5000+

COMMUNITIES SERVED BY UNITED WAYS CENTRAIDES
PROVIDING SOLUTIONS TO LOCAL ISSUES



BOARD OF DIRECTORS

1ST ROW FROM LEFT TO RIGHT
Carmen Vierula, Ann Divine, Mojdeh Cox,
Jacline Nyman, Debra Pozega Osburn

2ND ROW FROM LEFT TO RIGHT
Yuri Fulmer, Craig Rowe, Serge Desrochers,
Ayn Wilcox, John Rogers, Donald Lafleur,
Caroline Davis, James Cherry, Marlie Burt
Missing from photo – Dennis Jackson,
Kelly Harrington

OFFICERS

Yuri Fulmer
Chair

Caroline Davis
Vice-Chair

Dennis Jackson
Past-Chair

Serge Desrochers
Treasurer

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

DIRECTORS

Marlie Burt

James Cherry

Mojdeh Cox

Ann Divine

Kelly Harrington

Donald Lafleur

Debra Pozega Osburn

John Rogers

Craig Rowe

Carmen Vierula

Ayn Wilcox

STANDING**COMMITTEES:****EXECUTIVE COMMITTEE**

Yuri Fulmer
Committee Chair

Caroline Davis

Serge Desrochers

Dennis Jackson

Jacline Nyman

**FINANCE AND AUDIT
COMMITTEE**

Serge Desrochers
Committee Chair

Marlie Burt

Yuri Fulmer

Dennis Jackson

Jacline Nyman

Craig Rowe

Carmen Vierula

**GOVERNANCE
COMMITTEE**

Ayn Wilcox
Committee Chair

Donald Lafleur
Committee Vice-Chair

Caroline Davis

Ann Divine

Yuri Fulmer

Jacline Nyman

Debra Pozega Osburn

John Rogers

**NOMINATING
COMMITTEE**

(sub-committee of the
Governance Committee)

Ayn Wilcox
Committee Chair

James Cherry

Mojdeh Cox

Yuri Fulmer

Kelly Harrington

Jacline Nyman

AD-HOC COMMITTEES:**GCWCC REVIEW
COMMITTEE**

Dennis Jackson
Committee Chair

Rachel Larabie-LeSieur

Caroline Davis

Yuri Fulmer

Jacline Nyman

Michael Allen
United Way Prescott-
Russell, Ottawa, Lanark
and Renfrew Counties

Yannick Elliott
Centraide of Greater
Montreal

Denise Green
United Way Halifax

Michael Herrera
United Way Toronto
& York Region

Kim Hunt-Rao
United Way Toronto
& York Region

Lucie Lafleur
Centraide Outaouais

Nathalie Lepage
Centraide Outaouais

Michael McKnight
United Way Lower
Mainland

Anne Smith
United Way Alberta
Capital Region

Karen Williams
United Way Prescott-
Russell, Ottawa, Lanark
and Renfrew Counties

**MEMBERSHIP
ACCOUNTABILITY
AND PERFORMANCE
COMMITTEE**

Kingsley Bowles
Committee Chair

Brenda Aynsley
United Way Lower
Mainland

Dale Biddell
United Way Simcoe
Muskoka

Jean Camerlain
Centraide of Greater
Montreal

Lorraine Goddard
United Way Centraide
Windsor-Essex County

Marilyn McLaren
United Way Winnipeg

Robert Mitchell
United Way Central
Alberta

Sara Napier
United Way Halifax



OUR TEAM

1ST ROW – LEFT TO RIGHT:

- Poya Kherghehpoush
- Mohammad Aryaie
- Brennan Heath
- Brenda Kelly
- Andrew Strutt
- Louise Bellingham
- Jacques Bérubé

2ND ROW – LEFT TO RIGHT:

- Louise Powell-McCarthy
- Rob McCulloch
- Tiffany Narducci
- Nicole Fontaine
- Kayt Render
- Danielle Sabourin
- Heather Chew
- Bill Wright

3RD ROW – LEFT TO RIGHT:

- Dan Clement
- Evan Clark
- Sharon Lupton
- Dawn Phillips
- Jacline Nyman
- Kim Lockhart
- Daniel Manseau

4TH ROW – LEFT TO RIGHT:

- Bill Morris
- Dave Haanpaa
- Paul Totten

ABSENT:

- Marie-Josée Rosset

EXECUTIVE TEAM

Jacline Nyman
President & CEO, and
Secretary of the Board

Dan Clement
Executive Vice-President, Strategy
& Transformation

Louise Bellingham
Vice-President, Communications
and Brand Strategy

Louise Powell-McCarthy
Vice-President, Member Services
and Governance

Rob McCulloch
Vice-President, Fundraising
Strategy

Paul Totten
Chief Operating Officer

MANAGEMENT TEAM

Mohammad Aryaie
Manager, Business Intelligence
Solutions

Jacques Bérubé
National Director, Member
Services

Heather Chew
National Director, Communications

Evan Clark
Manager, Marketing and
Communications

Nicole Espenart
Manager, Marketing and
Communications (June 2017)

Nicole Fontaine
Manager, Governance

Brenda Kelly
Director, Finance

Poya Kherghehpoush
National Director, Movement
Transformation

Kim Lockhart
National Director, Community
Impact (December 2017)

Sharon Lupton
National Director, Labour
Programs and Services

Daniel Manseau
Vice-President, Québec

Bill Morris
National Director, Public Policy &
Government Relations

Kayt Render
Manager, Network Resource
Development

Ginger Robinson
Manager, Governance & Human
Resources Administration
(November 2017)

Andrew Strutt
Manager, Member Services &
Network Engagement

OPERATIONS TEAM

Dave Haanpaa
Executive Assistant &
Human Resources Officer

Brennan Heath
Marketing and Communications
Officer

Tiffany Narducci
Resource Development Officer

Dawn Phillips
Executive Assistant & Human
Resources Officer (March 2018)

Marie-Josée Rosset
Translator

Danielle Sabourin
Accounting & Office Administrator

Bill Wright
Network & Systems Administrator

THE MOVEMENT

In 2017, there were 88 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 COLOMBIA

United Way Central & Northern Vancouver Island
United Way Central and South Okanagan/
Similkameen
United Way East Kootenay
United Way Greater Victoria
United Way North Okanagan Columbia Shuswap
United Way Northern British Columbia

United Way Lower Mainland
United Way Powell River & District
United Way Thompson Nicola Cariboo
United Way Trail and District

MANITOBA

United Way Brandon & District
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 / Centraide
Région du Centre du Nouveau-Brunswick
United Way Saint John, Kings and Charlotte

NEWFOUNDLAND & LABRADOR

United Way Newfoundland & Labrador

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

NWT

United Way Northwest Territories

ONTARIO

United Way Brant
United Way Bruce Grey
United Way Centraide North East Ontario / Nord-
est de l'Ontario
United Way Centraide Prescott-Russell, Ottawa,
Lanark and Renfrew Counties
United Way Centraide Stormont, Dundas &
Glengarry
United Way Centraide Windsor-Essex County
United Way Chatham-Kent
United Way City of Kawartha Lakes
United Way Durham Region
United Way Elgin Middlesex
United Way Guelph Wellington Dufferin
United Way Haldimand and Norfolk
United Way Halton & Hamilton
United Way Hastings & Prince Edward
United Way Kingston, Frontenac, Lennox
and Addington
United Way Leeds & Grenville
United Way Niagara Falls and Greater Fort Erie
United Way Northumberland
United Way Oxford
United Way Peel Region
United Way Perth-Huron
United Way Peterborough & District
United Way Sarnia-Lambton
United Way Sault Ste. Marie & Algoma District
United Way Simcoe Muskoka
United Way South Niagara

United Way St. Catharines & District
United Way Thunder Bay
United Way Toronto & York Region
United Way Waterloo Region Communities

PEI

United Way Prince Edward Island

QUEBEC

Centraide Bas-Saint-Laurent
Centraide des régions du centre-ouest du
Québec

Centraide Duplessis
Centraide Estrie
Centraide Gaspésie Îles-de-la-Madeleine
Centraide Greater Montreal
Centraide Haute-Côte-Nord/Manicouagan
Centraide KRTB-Côte-du-Sud
Centraide Laurentides
Centraide Outaouais
Centraide Québec et Chaudière-Appalaches
Centraide Richelieu-Yamaska
Centraide Saguenay-Lac-St-Jean

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



**United Way
Centraide**
Canada

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Ottawa, Ontario (Canada) K1P 5G3
1-800-267-8221

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