



United Way
Centraide
Canada



Annual Report 2 0 2 2



Contents

- 1 MESSAGE FROM UNITED WAY CENTRAIDE CANADA
- 3 KEY PROGRAMS
- 6 ADVOCACY
- 8 PROGRESS TOWARDS OUR FUTURE STATE
- 10 PARTNERSHIPS
- 13 REPORT OF THE INDEPENDENT AUDITORS
- 17 ABOUT US



A force for equitable change during challenging times.

Message from United Way Centraide Canada

In the midst of historic challenges that people and communities across Canada continued to face in 2022, United Way Centraides were there—champions for building stronger and inclusive communities and lighting the way to brighter days ahead.

For United Way Centraide Canada and our 69 members, the past year was a year of transition as we anticipated an end to the global pandemic and placed a focus on recovery, renewal, and inclusion. The past year held many surprises and challenges, notably a resurgent pandemic during the Omicron wave, a growing sense of polarization and distrust in Canada, a war in

Ukraine, and the rapid onset of inflation and interest rate hikes.

These dynamics led to growing food insecurity, decreased affordable housing, and increased mental health crises resulting in sustained high levels of demand for community services across Canada. Combined with rising costs and labour

market and volunteer shortages, the capacity and sustainability of our essential community services is at risk.

The leadership and work of United Way Centraide Canada and the United Way Centraide network to mobilize the caring power of Canadians, corporations, and labour partners—raising over \$575 million in 2022—has never been more important. In 2022, we also renewed our public policy priorities for an inclusive recovery from the pandemic and successfully worked with the federal government to establish and put in motion the \$400M Community Services Recovery Fund, designed to help community services adapt and renew their organizations.

This was also a year of coming back together with the return to office and—most importantly—a return to bringing our staff and volunteer leaders together to recognize and celebrate exceptional community leadership and to celebrate and chart a course for the future. We were pleased to host the 2022 United Way Centraide Leaders Forum in Winnipeg to engage in critical discussions on our strategies for Diversity, Equity and Inclusion and Indigenous Collaboration, the need for leadership during turbulent times, and the opportunity to mobilize Canadians and partners in a shared purpose of community building. Guided by these discussions, we have renewed and extended our strategic plan to 2024.

In the pages that follow, we have highlighted just a few of the ways United Way Centraide Canada and our members have advanced our vision for a Canada where everyone in every community has the opportunity to reach their full potential. And we're proud to showcase our deepening role as a leading voice in Canada for community impact—through both public and private funding—and for strengthening the non-profit and charitable sectors.

2022 was a year that brought extraordinary challenges to the world, to people and communities across Canada, and to our network. But through the collective dedication of everyone involved with the United Way Centraide movement—members, volunteers, donors, partners—we emerged stronger than ever before.

No matter how you are involved with United Way Centraide we are grateful for your enduring support and partnership.



Debra Pozega Osburn
Chair, Board of Directors



Dan Clement
President & CEO



KEY PROGRAMS

From a major new funding initiative to bolster the community services sector to an innovative approach to prevent homelessness, we're proud to share highlights of progress across several of our key programs in 2022.

Investing in the strength and resilience of our sector

Recognizing the tremendous impacts of the COVID-19 pandemic on community service organizations, United Way Centraide Canada stepped forward as a powerful voice advocating for new and improved funding support for the non-profit and charitable sector. The Government of Canada created the **Community Services Recovery Fund (CSRF)** in response to our advocacy efforts in 2021, including a budget proposal that was endorsed by a coalition of Canada's largest non-profits. The CSRF is a \$400 million fund that will provide much-needed support to community service organizations experiencing ongoing challenges due to the pressures created by the pandemic.

“ This transformational investment with the National Funders supports a more inclusive model of economic growth that creates opportunities at the community level.” The Minister of Families, Children and Social Development, Karina Gould

In November 2022, the Government of Canada announced that United Way Centraide Canada, together with the Canadian Red Cross and Community Foundations of Canada, had been selected as a National Funder for the CSRF. The three National Funders collaborated to develop the program and design an effective and efficient application process, which opened on January 6, 2023. United Way Centraide Canada's efforts were supported by an advisory committee, which included representatives from nine United Way Centraides across Canada — all of whom provided invaluable guidance and insights.

With all 69 United Way Centraides across Canada participating in this important opportunity, we look forward to sharing insights into how charities and non-profits across Canada are using these funds to recover in the wake of COVID-19 and continue to meet the growing needs of the communities they serve.

Canada's largest workplace campaign driving change in communities

Nearly 300,000 federal public service employees and retirees from 130 government departments and organizations make up the **Government of Canada Workplace Charitable Campaign**, making it the country's largest and most generous workplace campaign. They raise funds annually to support the work of United Way Centraide, HealthPartners and more than 6,000 registered charities.

Over \$28 million was raised this year to build stronger communities and healthier people across Canada.

We are grateful to all the donors and the hundreds of volunteers who play key leadership roles in helping make this a successful campaign by engaging their colleagues in helping to support communities throughout Canada. Their small gestures make a big impact!

Addressing homelessness through innovation, collaboration, and the power of data

In 2022, United Way Centraide Canada secured funding through Infrastructure Canada's Reaching Home – Community Capacity and Innovation grant stream to launch an innovative solution to help prevent homelessness through our **211** service.

We brought 211 teams from Alberta, Ontario, New Brunswick, and Newfoundland and Labrador together to design a pilot project that strives to proactively identify people at risk of homelessness and help connect them with the necessary preventive supports. Through the two-year project launched in July 2022, 211 navigators have received training on risks related to housing, trauma-informed approaches to working with people experiencing vulnerability, and how to assess social determinants of health. Partner agencies in the community will identify individuals in need of support and make referrals to 211, then 211 navigators will reach out directly to the individuals — marking a shift from the typical approach of clients making inbound calls to 211 to access information.

In addition, we had two new opportunities to contribute 211 data to the federal government's updated list of national shelter providers and to the federal Housing Advocate to support what they are seeing across the country with regard to homelessness. These opportunities reflect 211 and United Way Centraide's deepening role as a key source of insight and information about critical social issues impacting people in communities nationwide.

“211 is an invaluable national resource for people experiencing inadequate housing and homelessness. Its network of Navigators across the country can connect people in urgent housing need with the services and support available in their community. The data collected from these enquiries is helping the Federal Housing Advocate better understand gaps in the housing system across the country.” The Office of the Federal Housing Advocate



ADVOCACY

In 2022, we deepened our role as an ally and advocate committed to supporting the needs of our members nationwide, those they serve, and the sector as a whole. Our advocacy efforts included working for policy change, highlighting the need for improved data and research to better understand the social issues impacting people and communities across Canada, and calls for enhanced or new government funding to build the strength and resilience of frontline community service organizations nationwide.

Advocating for sector change

In April, we submitted a [brief](#) to the Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities. Part of our ongoing efforts to advocate for systemic change to support a more stable, resilient sector, the brief highlighted the important care work of community services organizations, long-standing challenges caused by short-term funding and precarious work, and the pandemic's toll on workers' mental health and staff recruitment. We also presented policy solutions rooted in data, evidence, and the guidance of national subject matter experts. The recommendations in our brief have been echoed by leading sector organizations, such as Imagine Canada.

Leading the way to support mental health of front-line community service workers

In 2022, we led a collaboration of federations, a roundtable with the Minister of Mental Health and Addictions and Associate Minister of Health, and the development of a two-year \$100 million federal budget proposal to support front-line community service workers. Responding to the need for support among front-line community services workers, [Caring for Carers](#) is a suite of evidence-based mental health supports through which the Government of Canada would support this dedicated workforce within Canada's care economy, ensure better outcomes for individuals using services, and stabilize the organizations for which they work. While the proposal was not included in Budget 2023, we continue to advocate for mental health support for the sector.

Building knowledge to reduce 2SLGBTQ+ poverty in Canada

We are proud to serve as a community partner on the first national study looking at poverty in 2SLGBTQ+ communities across Canada. [2SLGBTQ+ Poverty in Canada: Improving Livelihood and Social Wellbeing](#) is a six-year \$2.5 million study funded by the Social Sciences and Humanities Research Council of Canada is being led by activist-scholar Nick Mulé, PhD of York University. A Community Advisory Board will advise the study, through which a cross-sectoral community-based action plan will be developed to reduce 2SLGBTQ+ poverty in Canada.



PROGRESS TOWARDS OUR FUTURE STATE

We are deeply committed to accelerating progress toward a more equitable future and realizing our vision of a country in which everyone has the opportunity to reach their greatest potential. The following are key internal activities from 2022 to help us progress to our desired future state.

Building national capacity to advance diversity, equity, inclusion, and reconciliation

In 2022, we made progress toward the implementation of our strategic commitment to advance diversity, equity, and inclusion, and Indigenous reconciliation in everything we do.

We hired a National Director, Diversity, Equity, & Inclusion and Indigenous Collaboration to provide leadership for this key area of focus. We disseminated the Diversity, Equity, and Inclusion (DEI) Toolkit we developed in 2021 to provide guidance to our members on how they work with the communities they serve and how to examine all aspects of their organization through an equity lens.

Finally, we secured a partnership with the Canadian Centre for Diversity and Inclusion (CCDI) to benefit all United Way Centraides. Staff and volunteers can now access CCDI's rich resource library of toolkits, trainings, and learning sessions in both official languages.

Powering the movement with a world-class shared CRM system

We made exciting inroads toward the implementation of an innovative shared constituent relationship management (CRM) system that will empower the entire United Way Centraide network with improved relationship management, enhanced donor insights, analytics, reporting, and dashboards, and greater efficiencies in business operations.

Co-created by a dedicated project team—including United Way Centraide Canada, seven United Way Centraides, and our consulting partner, Deloitte—the system uses Salesforce Nonprofit Success Pack as its core platform.

This platform is being integrated with other technology solutions that enable payment processing, email marketing, online workplace giving, and receipting—positioning the system as a world-class solution that will empower the strength and success of our entire network and improve our connection with donors.

With the first release of the solution now built, we are now focusing on operationalization and scaling to United Way Centraides across Canada.

Strengthening data and insights to create impactful social change

United Way Centraide Canada provides our members with critical business intelligence to help them make the best, data-driven decisions possible. This year, we continued to improve our business intelligence dashboards and share valuable data assets through a new portal. The portal now includes new data products from the Canada Revenue Agency, Statistics Canada, and Canada Post, in addition to Environics Analytics data products, allowing us to support community investment strategies, fundraising, and other hyper-localized campaigns.

Strengthening our Community Investment and Impact Data strategy

To broaden the scope of the data we collect from our members and ensure it reflects the current and future needs of Canadian communities, we developed a new Community Impact and Investment data collection framework that will allow us to map investments against populations, Sustainable Development Goals, issue areas, and the United Way Centraide Focus Area Frameworks. In 2022, we launched a toolkit to help align our work to the United Nations Sustainable Development Goals, building on the success of some of our members.

A close-up photograph of three young women with long dark hair, smiling and laughing joyfully. They are outdoors under a clear blue sky. The woman on the left is wearing a blue and white patterned scarf. The woman in the middle is wearing a red jacket over a camouflage hoodie. The woman on the right is wearing a colorful patterned scarf. A large, semi-transparent red circle is overlaid on the bottom half of the image, containing the text.

PARTNERSHIPS

True change is only possible when we work together. In 2022, we continued to deepen our partnerships with organizations that share our mission to improve lives and build stronger communities nationwide.

Nurturing our long-standing partnership with Labour

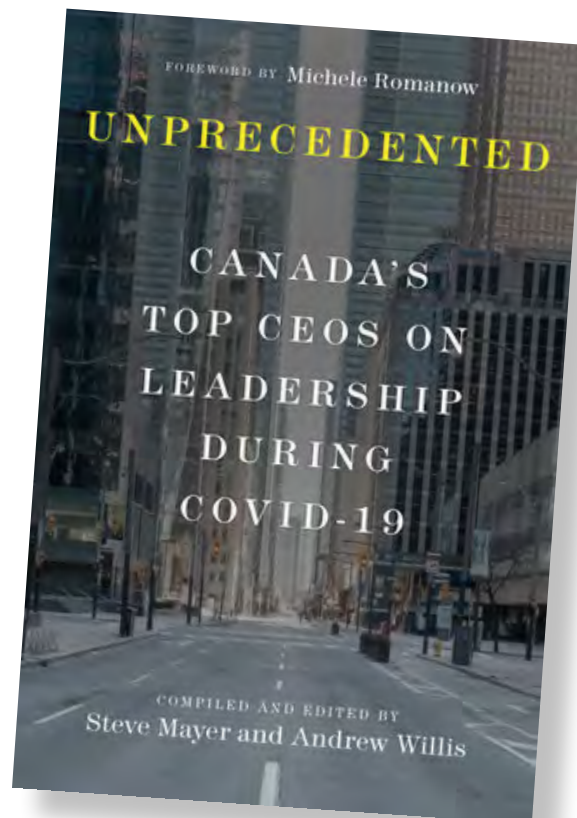
Through our partnership with the Canadian Labour Congress, our Labour Programs and Services staff and volunteers continued to address period poverty through advocacy. We also continued our partnership with Bell Media on **Tampon Tuesday**, which celebrates International Women's Day, raises awareness about menstrual equity, and collects menstrual hygiene products for distribution to front line agencies. We also delivered **Labour Community Advocate Training**, which informs union members about the social issues faced by working people and the resources available to them within their community. This program also explores the ways in which their unions and other labour bodies can help build resilient and respectful communities, and provides training on community board governance and effective social issues advocacy. Support was also provided to retired union members through **symposiums on fire safety** and through the creation of older adult resource guides.

Business leaders' pandemic reflections captured in Unprecedented book

Unprecedented is a remarkable collection of exclusive, first-person stories on leadership during the COVID-19 pandemic from 29 chief executives at iconic Canadian companies. Authors Steve Mayer and Andrew Willis are donating net proceeds from book sales to United Way Centraide Canada for COVID recovery. Some of the featured corporations have made donations as well.

Exploring rapidly changing funding models

United Way Centraide Canada continued our collaboration with Future of Good and Community Foundations of Canada to deliver an innovative editorial fellowship that broke down the transformation of funding models in the non-profit sector. This year, editorial fellow Gabe Oatley published a series of 35 stories exploring the way social impact organizations are funded and how funding models are changing in a post-pandemic world. The collection includes a look at what needs to happen for more money to flow to Black and Indigenous groups, the potential for an increase in charity mergers in the wake of COVID-19, why some charities are restricting donations from controversial corporations, and more. Access the full collection of stories: [Transforming Funding Models](#).



Special Thanks to 2022 United Way Centraide Supporters

United Way Centraide Canada is grateful to the outstanding individual donors and 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 Way Centraides across the country, and create opportunities for a better life for everyone in our communities. We thank the following donors for their generous gifts in support of United Way Centraide Canada:

\$10,000+

Peter Boffo
Yuri Fulmer
Candace Shaw
Patricia Shugart
Martin Thibodeau
1Password
Eightcap Pty Ltd
GE Aerospace
Rentokil Terminix North America
Robert Half Canada Inc.
The Estate of Ellen Kates
The Estate of Henry Ens
The Estate of Melton Barton
The Estate of Robert Leslie Cahn

\$1,200+

Pierre Baraby
Heather Bell
Jacques Bérubé
Connie Cameron
Daniel Clement
Melanie Cook
Serge Desrochers
Michael Edward Globe
Christine Hanlon
Jason Hatcher
Carolyn Ho

Ellen Hodnett
Kristina Horwitz
Stephen Ireland
Ian Ives
Heather Kaine
Corina Kless
Larry Laurendeau
Melicent Lavers-Sailly
Karen Macdonald
Kavian Moradhassel
Minesh Naran
Ryan Neufeld
Lison Noblet
Louise Powell-McCarthy
Pietro Rabuano
John Rogers
Ramona San Pedro
Christina Skublics
Adam Smith
Monique St.Laurent
Paul Stanborough
Pauline Tardif
Sonja Torbica
Serena Trentini
Caroline Turcotte
Alexandra Turner
BP
Canadian Internet
Registration Authority
Fairstone Financial

Kaelber Family Fund
Love & Light Mercy Fund at
Calgary Foundation
Procter & Gamble Inc.
QSP Geographics Inc.
Sagard Holdings
Schneider Electric
Foundation
The Estate of Lucky Polidori
The Jacobo and Estela Klip
Fund
Williams-Leir Foundation

IN-KIND SUPPORT

Canada Post
KPMG Management Services
LP

NATIONAL MEDIA PARTNERS

Postmedia
The Globe and Mail



150 Elgin Street, Suite 180, Ottawa ON K2P 2P8 Canada | Tel 613-212-5764 Fax 613-212-2896

Report of the Independent Auditor's on the Summary Financial Statements

To the Members of United Way Centraide Canada

OPINION

The summary financial statements of United Way Centraide Canada (the "Entity"), which comprise:

- the summary statement of financial position as at December 31, 2022
- the summary statement of operations and changes in net assets for the year then ended
- and related notes

are derived from the audited consolidated financial statements of the Entity as at and for the year ended December 31, 2022 (the "audited financial statements").

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with the criteria disclosed in Note 1 in the summary financial statements.

SUMMARY FINANCIAL STATEMENTS

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Entity's audited financial statements and the auditor's report thereon.

The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

Management is responsible for the preparation of the summary financial statements in accordance with the criteria disclosed in Note 1 in the summary financial statements.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards 810, Engagements to Report on Summary Financial Statements.

Chartered Professional Accountants, Licensed Public Accountants
Ottawa, Canada

April 14, 2023

Summary Statement of Financial Position

As at December 31, 2022, with comparative information for 2021

United Way Centraide Canada

	2022	2021
ASSETS		
Current assets:		
Cash and cash equivalents	\$ 1,452,542	\$ 977,667
Restricted cash and cash equivalents	3,669,120	799,258
Restricted Government funds	598,630	175,000
Short-term investments	115,446,910	3,230,782
Amounts receivable	554,852	85,187
Prepaid expenses	165,549	196,065
Related parties' receivable	344,333	105,876
	122,231,936	5,569,835
Tangible capital and intangible assets	102,344	89,612
Long-term prepaid expenses	20,259	–
Long-term investments	3,174,364	2,270,227
Investments - life insurance	12,319	11,772
	\$ 125,541,222	\$ 7,941,446
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 776,958	\$ 646,187
Accounts payable – contributions from Government	10,048	175,000
Deferred revenue	24,581	34,637
Current portion of deferred lease inducement	6,400	–
Restricted contributions and donations	3,331,588	573,989
Funds held in trust	58,219	91,767
Donations payable to related parties	200,306	12,000
Restricted contributions – Government of Canada funding	114,049,316	–
	118,457,416	1,533,580
Deferred lease inducement	56,000	–
Deferred revenue - life insurance	12,319	11,772
	118,525,735	1,545,352
Net assets:		
Unrestricted	2,246,465	2,050,778
Invested in tangible capital and intangible assets	102,344	89,612
Internally restricted – Strategic Initiatives	3,346,192	3,181,538
Internally restricted – Ongoing Commitments	320,486	74,166
Internally restricted – Dues Impact Reserve	1,000,000	1,000,000
	7,015,487	6,396,094
	\$ 125,541,222	\$ 7,941,446

See accompanying notes to summary financial statements.

Summary Statement of Operations and Changes in Net Assets

For the year ended December 31, 2022, with comparative information for 2021

United Way Centraide Canada

	2022	2021
REVENUE:		
Donations	\$ 1,076,181	\$ 586,474
Fees and contributions	2,393,511	905,144
Investment and interest income	783,219	71,089
Realized gain (loss) on disposition of investments	(2,834)	7,797
Unrealized (loss) gain on investments	(276,244)	4,631
Membership dues	4,906,409	4,802,358
Other revenue	117,576	120,268
Amortization of deferred lease inducement	1,600	–
Relief and recovery funding - Government of Canada COVID-19	113,619,241	3,004,683
Relief funding - third-party COVID-19 national relief donations and contributions	–	660,033
Relief funding - COVID-19 Government of Canada returned funds	–	(421,728)
Funding allocated to Restricted contributions – Government of Canada funding	(114,049,316)	–
	8,569,343	9,740,749
EXPENSES:		
Amortization of tangible capital and intangible assets	35,337	34,232
Bank charges and interest	6,750	9,852
Conferences, meetings and travel	412,572	7,536
Insurance	20,840	16,773
Investment portfolio management fees	19,011	17,443
Marketing	4,601	–
Membership and publications	615,791	600,657
Office	39,625	54,421
Other services	53,190	298,579
Photocopying and printing	51,732	9,331
Postage and courier	63,159	2,016
Professional and consulting fees	821,009	1,340,628
Program funding distribution	299,688	142,215
Promotion of Helpline 211 Enhancements	–	1,594,487
Relief funding - distributions of Government of Canada COVID-19 relief funding	–	210,632
Relief funding - distributions of third party national COVID-19 relief contributions	–	593,269
Rent and occupancy	219,239	236,830
Salaries and employee benefits	3,995,299	3,284,127
Subsidies	–	55,000
Telecommunications	1,292,107	131,703
	7,949,950	8,639,731
Excess of revenue over expenses	619,393	1,101,018
Net assets, beginning of year	6,396,094	5,295,076
Net assets, end of year	\$ 7,015,487	\$ 6,396,094

See accompanying notes to summary financial statements.

United Way Centraide Canada

Notes to Summary Financial Statements

Year ended December 31, 2022

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, 2022.

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.



ABOUT US

PURPOSE

United Way Centraides exist locally to serve those experiencing vulnerability in our communities and to create an equitable future for all

VISION

Everyone in every community has the opportunity to reach their full potential.

MISSION

Empower everyone to improve lives and build strong communities.

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

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 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 Way Centraides strive to ensure that donor dollars are invested to maximize community impact. Donating to local United Way 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.

Our Commitment to Diversity, Equity, and Inclusion

United Way Centraide Canada is committed to building a more equitable future and to our vision of a country where everyone in every community has the opportunity to reach their full potential.

We will do this by:

Ensuring our people, the work we do, and how we do it reflects the diversity of our communities

Continuously learning and unlearning as individuals and organizations

Amplifying the voices of underrepresented people and co-creating equitable solutions

Working to dismantle discriminatory structures and systems within our movement and advocate for systemic change to build an inclusive Canada

We will demonstrate our commitment to this journey by creating and implementing a DEI strategy that is integrated into our strategic plan, and by committing resources to it.

Our Commitment to Reconciliation between Indigenous and Non-Indigenous Peoples

United Way Centraide Canada is committed to reconciliation with Indigenous Peoples. As a national charity with deep local impact, we view reconciliation as an opportunity to honour Indigenous Peoples across this land and elevate our commitment to them.

We will do this by:

Listening to and learning from Indigenous members of our communities about Indigenous strengths and ways of knowing and being;

Reflecting on the relationship that we have had with Indigenous Peoples;

Collaborating with Indigenous communities and organizations whose objectives or work intersect with ours; and

Embracing Indigenous voices, leadership, and participation in all aspects of our organization and the United Way Centraide Movement

We will demonstrate our commitment to this journey by creating an Indigenous engagement strategy that is grounded in our relationships with Indigenous communities and integrated into our strategic plan, and by committing resources to it.



A photograph of a woman with dark hair, wearing a leopard-print scarf and a light-colored jacket, smiling warmly as she holds a baby. The baby is wearing a red knit hat with a pom-pom and a light-colored jacket. The background is softly blurred, suggesting an indoor setting. A large, semi-transparent red shape is overlaid on the bottom right corner of the image.

OUR NETWORK

In 2022, 69 United Way Centraides supported communities across Canada.

ALBERTA

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

BRITISH COLUMBIA

United Way British Columbia - Working with communities in BC's Interior, Lower Mainland, Central & Northern Vancouver Island
United Way Northern British Columbia
United Way Powell River & District
United Way Southern Vancouver Island

MANITOBA

United Way Brandon & District
United Way Central Plains
United Way Pembina Valley
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 AND**LABRADOR**

United Way Newfoundland & Labrador

NORTHWEST TERRITORIES

United Way Northwest Territories

NOVA SCOTIA

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

ONTARIO

United Way Brant
United Way Bruce Grey
United Way Centraide North East Ontario/Nord-est de l'Ontario
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 East Ontario
United Way Elgin- Middlesex
United Way Greater Toronto
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
United Way Northumberland
United Way Oxford
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 Thunder Bay
United Way Waterloo Region Communities

PRINCE EDWARD ISLAND

United Way Prince Edward Island

QUÉBEC

Centraide Duplessis
Centraide Estrie
Centraide Gaspésie-Îles-de-la-Madeleine
Centraide Greater Montreal
Centraide Haute-Côte-Nord/Manicouagan
Centraide Laurentides
Centraide Outaouais
Centraide Québec, Chaudière-Appalaches et Bas-Saint-Laurent
Centraide Régions centre-ouest du Québec
Centraide Richelieu-Yamaska
Centraide Saguenay-Lac-St-Jean

SASKATCHEWAN

United Way Estevan
United Way Regina
United Way Saskatoon & Area

YUKON

United Way Yukon



OUR TEAM

Board of Directors

OFFICERS

Debra Pozega Osburn, Chair
Jason Hatcher, Vice Chair
Yuri Fulmer, Past Chair
Serge Desrochers, Treasurer
Dan Clement, Secretary of the Board, President and CEO

DIRECTORS

CeCe Baptiste
Pierre Baraby
Danisha Bhaloo-Shivji
Lily Chang
Mojdeh Cox
Ann Divine
Christine Hanlon
Karen Macdonald
Gina McKay
John Rogers
Will Thornburrow

EXECUTIVE COMMITTEE

Debra Pozega Osburn, Chair
Serge Desrochers
Yuri Fulmer
Jason Hatcher
Karen Macdonald
Dan Clement

FINANCE AND AUDIT COMMITTEE

Serge Desrochers, Chair
Pierre Baraby
Lily Chang
Christine Hanlon
Jason Hatcher
John Rogers
Will Thornburrow
Debra Pozega Osburn
Dan Clement

GOVERNANCE COMMITTEE

Karen Macdonald, Chair
CeCe Baptiste
Danisha Bhaloo-Shivji
Mojdeh Cox
Yuri Fulmer
Jason Hatcher
Gina McKay
Debra Pozega Osburn
Dan Clement

MEMBERSHIP ACCOUNTABILITY AND PERFORMANCE COMMITTEE

Ann Divine, Chair
Gina McKay
External members:
Robyn Bentz-Edwards
John DiPaolo
Malcolm Gowie
Kahir Lalji
Debbie McInnis
Jim Russell

NOMINATIONS COMMITTEE

Christine Hanlon, Chair
Danisha Bhaloo-Shivji
Ann Divine
Yuri Fulmer
Jason Hatcher
Karen Macdonald
Debra Pozega Osburn
Dan Clement

INDIGENOUS RELATIONS AND RECONCILIATION COMMITTEE (AD HOC)

CeCe Baptiste
Mojdeh Cox
Joanne Pinnow (United Way of Calgary and Area)
Darren McKee (United Way Regina)

Staff

EXECUTIVE TEAM

Dan Clement
President & CEO

Poya Kherghehpoush
Vice President, Strategy
and Transformation

Debra Shime
Vice President,
Community Initiatives

Pauline Tardif
Vice President, Fundraising
& Partnerships

Paul Totten
Chief Operating Officer

Serena Trentini
Vice President, Brand
Strategy, Marketing, and
Communications

STAFF

Moe Aryaie
National Director, Insights
& Performance

Amalie Ascanius
Coordinator, Governance
and Networks

Jacques Bérubé
National Director, Member
Standards & Engagement

Elnaz Borandeh
Senior Manager,
Brand & Digital

Katelyn Boros
Digital Marketing
Communications Officer

Boxin Cao
Data Insights Analyst

Betsy Chaly
National Director, Marketing
and Communications

Ilunga Christian Kanonga
Campaign Administrator,
GCWCC

Evan Clark
Senior Manager, GCWCC

Anisa El-Amin
Data Insights Manager

Eric Friesen
Product Owner, Business
Technology Solutions

Lynda Giffen
National Director,
Network Engagement
(Quebec & Atlantic)

Dave Haanpaa
Executive Assistant &
Human Resources Officer

Link Kabadyundi
Communications Manager

Brenda Kelly
National Director,
Finance & HR

Adam Khan
Administrative Assistant,
Community Initiatives

Anita Khanna
National Director, Public Policy
and Government Relations

Andrew Lamothe
Junior Programmer

Andréa Landriault
Resource Development
Officer, GCWCC

Marie Lecourt, Manager
Communications &
Marketing, GCWCC

Sharon Lupton
National Director, Labour
Programs and Services

Sara Middleton
National Director, Community
Services Recovery Fund (CSRF)

Tiffany Narducci
Resource Development
Manager

Megan Radford
Communications Manager

Kayt Render
National Director,
Community Impact

Marie-Josée Rosset
Translator

Renée Seguin
Administrative Officer

Judy Shum
National Director, 211 and
Community Partnerships

Mindy Smith
National Director, Diversity,
Equity and Inclusion &
Indigenous Collaboration

Thabata Sousa
Accounting Administrator

Heather Stewart
Coordinator, Community
Initiatives

Thomas Vaculik
Product Owner, Business
Technology Solutions

Bill Wright
Network & Systems
Administrator



**United Way
Centraide
Canada**

116 Albert Street, Suite 900, Ottawa, Ontario (Canada) K1P 5G3
613-236-7041 | 1-800-267-8221 | info@unitedway.ca

unitedway.ca