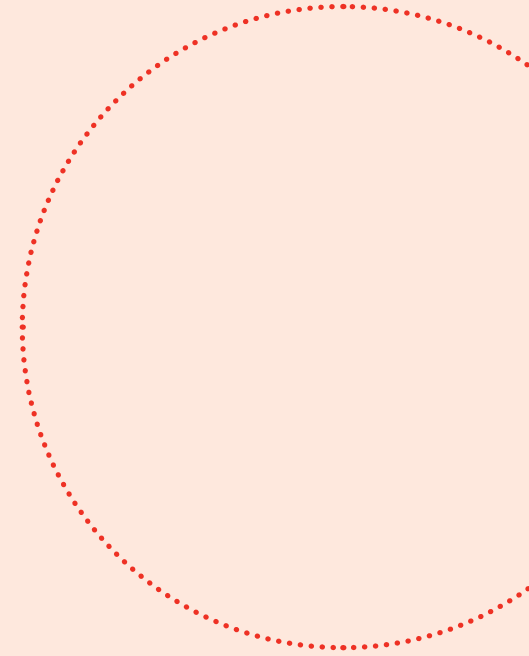
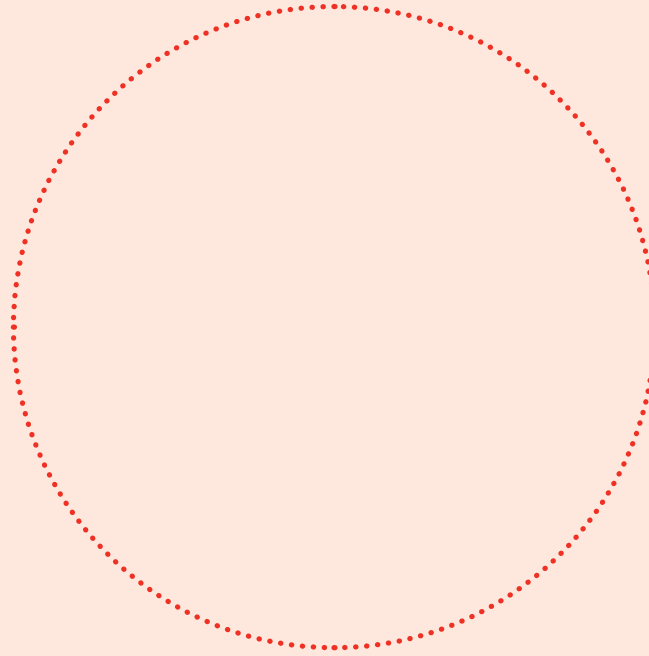
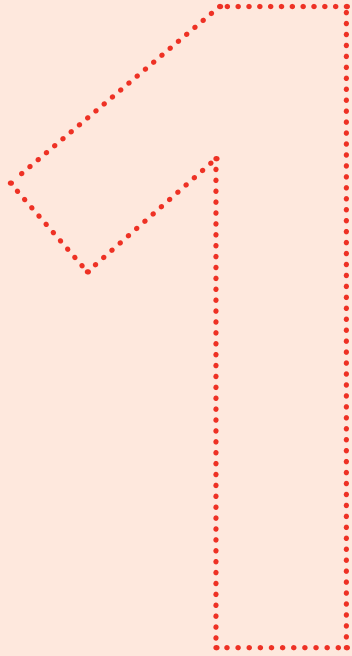


United Way  
Centraide  
Canada

# 2019 Annual Report

## 100 YEARS OF LOCAL LOVE



● **IN THIS REPORT:**

**01** 2019 REVIEW

**06** SPECIAL THANKS

**07** OUR COMMITMENT

**10** FINANCIAL REPORT

**17** LEADERSHIP

**21** OUR TEAM

**24** THANKS A MILLION

**26** UNITED WAYS  
CENTRAIDES  
ACROSS CANADA

● **OUR VISION:**

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

● **OUR MISSION:**

**Empower everyone to improve lives and build strong communities.**

● **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

---

# • 2019 Review

On behalf of the Board of Directors and staff of United Way Centraide Canada (UWCC), we are pleased to share our 2019 Annual Report, marking a century of local love for our communities.

For 100 years, UWCC has led and supported initiatives to help solve Canada's most challenging social issues. Today, we work differently than we did in 1919; however, generosity, openness, tolerance, diversity, compassion and collective responsibility remain, as always, at the core of our mission.

In 2019, we celebrated 100 years of engaging Canadians in building stronger communities across Canada. It was also a year of renewal as we engaged the senior volunteer and staff leadership of United Way Centraide (UWC) to renew our vision, mission and shared values through our Future State project.

We brought this vision to life through our sustained effort to raise awareness and drive solutions to our communities' most #unignorable issues: poverty, homelessness, right to housing, youth achievement, domestic violence and mental health. We did this through our advocacy and active participation in federal public policy,

through our #unignorable awareness campaign and through our effort to mobilize and strategically invest over \$540 million across Canada.

This important work served to build a strong foundation to allow UWCC and its network of UWC members across Canada to mobilize individuals, corporate, labour and foundation partners in response to the COVID-19 pandemic we are facing in 2020.

## **FUTURE STATE PROJECT**

Last July, following a year-long collaborative engagement process involving senior leaders and volunteers across the country, we published the final Future State report. The report unveiled our shared purpose, value proposition and strategy narrative and articulated a vibrant shared vision, mission and values to guide our national network.

In the fall, we asked every local United Way Centraide (UWC) board to engage in this work by interpreting the Future State findings through a local lens. Then, we sought the local endorsement of two key elements that comprise our future state agenda:

1. The strategy narrative which articulates our shared purpose and is core to defining who we are, what we do and our shared vision for communities in Canada; and
2. The three foundational priorities – social expertise, excellent service and shared systems and solutions – that will guide our work as a national network.

This engagement process resulted in an overwhelming vote in favour of both key elements. On the strength of these endorsements, we can move forward with these foundational priorities shaping our strategic direction over the next three years.

Perhaps the most gratifying and affirming part of the Future State process was the unprecedented level of engagement by UWC volunteers, board leaders, and staff. Whether you provided input at the Leaders Forum, sat on the Movement Advisory Council, participated in regional meetings, or shared your thoughts in one of the countless local conversations about where we go from here, you responded with courage, clarity and generosity.

## **PUBLIC POLICY AND ISSUE LEADERSHIP**

This past year, as we have throughout the past century, UWCC offered its expertise and pragmatic leadership to the development of federal policies that address some of Canada's most pressing social issues.

Last spring, UWCC contributed to the development of the government's historic *National Housing Strategy Act* and *Poverty Reduction Act*. We participated in the National Right to Housing Network steering committee and in the Canadian Housing Policy Roundtable. We presented to the House of Commons Standing Committee on Finance (FINA) to offer UWCC's perspectives and to strengthen each piece of legislation before they were passed in June.

1945

**“Nothing has done more to acquaint the public with the needs and opportunities of social service than the organization of community chests and federations. The name “Community Chest” is a happy one, describing the plan of central or combined financing through which, by a single effort, all, or nearly all, the needed social resources of a town or city are mobilized. It is in truth, a combined operation, springing from the grass roots of community spirit, a true sign of genuine democracy. The aim is simple: to present a single united and personal appeal annually to all potential givers, with the objective of securing in full the contribution—support needed by member agencies. But that is not all. The community chest promotes the welfare of a community by coordinating existing agencies and programs, preventing duplication, conducting research, improving standards, administering common services, and developing better understanding on the part of both the public and the social workers.”** – Royal Bank of Canada Letter: “Social Welfare”, May 1945.

At a special Senate Committee hearing on the charitable sector, UWCC urged senators to support investment and access to capital for human services organizations to strengthen their use of technology and digital capabilities needed to sustain a strong and resilient charitable sector in Canada.

In October, just before the federal election, we equipped our network with a federal election toolkit and penned an op-ed published in the Toronto Star. In the piece, we urged the next government to commit to the elimination of poverty, preventing millions of Canadians from thriving. “We all have potential; we don’t all have the same opportunity to fulfil it. Tackling poverty is about building hope — a belief in the potential of all Canadians. Our failure to eliminate poverty is socially and economically unacceptable” (Dan Clement, Toronto Star, October 1, 2019).

### **CAPACITY BUILDING AND BUSINESS INTELLIGENCE (BI)**

Building a Future State that’s modern, responsive and effective requires the use of robust data and analytics, shared systems and solutions, and exceptional donor services.

In 2019, we took significant steps to position UWCs to meet the opportunity to become a genuinely modern network of community builders. UWCC established a data partnership with 211 Ontario and started to receive data transfers and built initial prototypes to feed

into UWC dashboards. This work will inform our approach to expand 211 data acquisition and analytics in the future.

We developed and launched the Key Account Management tool to capture more accurate data on key corporate accounts to help our UWC network manage and steward crucial donor relationships.

And finally, in a report to be published in 2020, the UWCC business intelligence team has looked at the performance of UWCs that have recently gone through amalgamation by analyzing key performance indicators and their acquired capabilities, through interviews with their subject matter experts. The report illustrates data and stories of how UWCs are providing services to a broader range of communities enabled through their regional transformation and capacity building strategy.

### **MARKETING, COMMUNICATIONS AND BRAND**

Since 2018, the #UNIGNORABLE platform has been further defining the UWC brand across much of the country by shining a spotlight on local community issues like poverty, homelessness, domestic violence, mental health and social isolation and inviting people to get involved. In 2019, we realized its national reach by expanding the campaign to all UWCs and with French language adaptation (#JamaisIndifferents).

2019 also saw the completion of the third phase of the national brand health research project. Data from the study has been vital to strategic planning at the national and local levels.

## CONCLUSION

2019 was a high-water mark for collaboration and engagement for our movement of community builders. It is impossible to overstate our gratitude for the energy, wisdom and courage of UWC's vast and varied stakeholders.


Thanks to you, we laid the groundwork for the future and, in doing so, were well prepared with a stronger UWC ready to act rapidly and in unison to support our local communities in the face of an unprecedented crisis as we entered 2020.

As it was in 1919, the hallmark of our movement is the courage to adapt and respond to tackle our most pressing national needs. Indeed, 100 years of local love is what fuels our future.

Sincerely,

Yuri Fulmer  
Board Chair

Dan Clement  
President & CEO



*Halt a Million*      *in Three Days*

# What is the Federation

FOR

# Community Service

## and what does it do?

**THE** Federation for Community Service is a centralized body, representing more than 40 charitable and social service organizations of Toronto. Under the Federation these institutions make one appeal a year, so that one cheque annually, quarterly or monthly, as may be most convenient for you, will provide for all of those investigated and worthy charities for the entire year.

It saves the expense of raising the money required. Disabled money-raising efforts in the past have cost in many cases from 10% to 30% of the amount raised. The Federation for Community Service last year raised, collected and distributed its money at a cost of less than 5%.

In one year it benefitted through its institutions more than 20,000 persons. Think of it!

But the Federation exists to help such people out of their troubles make them permanently self-supporting, and to prevent the recurrence of conditions that render them poor.

The Federation for Community Service is Toronto's organization. It was founded by citizens; it is run by citizens. Everyone may have a hand in it. It is yours.

The Federation needs your help. You need its help to express your charity most effectively. It cannot do without you. You could not do well without it. So those you see. The existence of the Federation is something to be thankful for. Will you express your good-will by a material gift through the Federation to the poor, helpless and aged of Toronto?

You may specify just how your gift is to be used. If you wish it every one will go for relief. But do not forget the good work of all the institutions where you give thanks for your own fair fortune.

### Give once---but give enough

## Federation for Community Service

Campaign Headquarters: 36 King St. W. Phone Adel. 6440

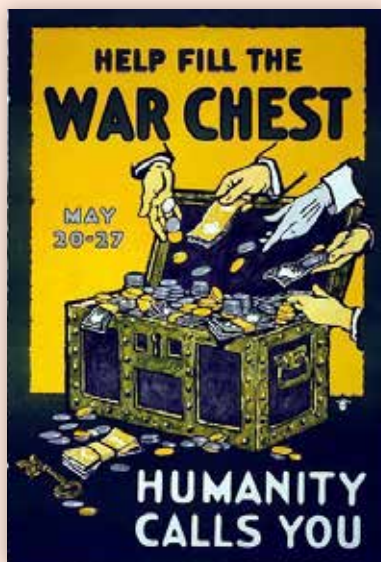
**Campaign Committee:**  
SIR JAMES W. WOODS, Hon. Chairman.  
SIR ROMUND WALKER, S.M.C., LL.D.,  
G.C.L., Hon. Treasurer.  
COL. W. G. MACKENDRICK, S.M.C. Chairman.  
MARK BREON, Vice-Chairman.

H. H. WILLIAMS, CHAIRMAN  
Special Subscription Committee.  
J. ALLAN ROSS, Chairman Publicity  
Committee.





# 1910S



1913-1919 During the First World War, hundreds of communities in the U.S. formed "War Chests" to raise money for the needs of the troops as well as the wives and children left behind. After the war, the "War Chests" were transformed into "Community Chests" to fund local agencies.

Toronto!  
A million and a half  
dollars is needed

## This is why:

This appeal is to the people of Toronto—a people who did not forget during the war, who surely have not forgotten now that the war is over.

It is an appeal to do for the returned man what we did for the man overseas. Give him the same "aiding on his return to civil life as we gave him in the trenches; in brief, to repay, to repatriate.

There is much to be repaid.

All these long hours, days, weeks, months of his when he stood between civilization and the Hun—does Toronto owe him nothing for these? His agonies of mind and body, his home-weariness, the years of love and comfort which he has missed—are these no debt? He has paid. Toronto must repay—repay and repatriate.

Toronto must see that he gets back into civilian life with the minimum of inconvenience. Where he has family troubles he must be helped to meet them. The transition period between active service abroad and active service in the army of industry in Canada must be bridged over with the help of the whole community.

His kiddies must not want. Whatever there is of distress and remorse in the life of the returned man must be met squarely by his fellow-citizens and conquered. It is in the interest of the State, of the city, of industry, of labor—indeed, it is nothing more than the commonest of gratitude—that the civilian who became a soldier should be repatriated into civilian life without loss, without suffering, with a better chance rather than a worse chance in life because of his service overseas.

And the family—the wife and kiddies—of the man who gave his life for the Great Cause, they must never want. His sons and his daughters must be given a real opportunity to be worthy of their soldier-sire. The spirit which was his lives anew in them. It must be developed, not crushed.

Some organizations undertaking this duty cover a field which is more than soldier-wide. They minister to people of all classes and all creeds who need help which only social service bodies can give. They will look after soldiers' families and the families of civilians.

In the case of the Y.M.C.A. the returning man has special privileges, although its service to the community does not begin nor end with him. He receives a free membership for six months. During his absence no boy of his was refused the privileges of the Association.

A host of other leagues, associations and societies which serve the public at large feel that the repatriation problem is one of the most vital which faces them. And they feel that they must unite their efforts, co-ordinate their work, in order to meet the present situation as it should be met.

That is why Toronto is being asked to contribute \$1,500,000 in the four days beginning with May 6. Originally there were to be four campaigns, all in a single month—four appeals to the pocket-book, four separate bodies carrying through the work incidental to each campaign, four organizations collecting the subscriptions—quite a ragged expenditure of time, money and effort. But the four organizations got together. They realized that a ragged expenditure of time, money and effort is all concerned—a saving of time and trouble to subscribers as well as to canvassers. Better still, it meant co-operation in the expenditure of the money. Consider the case of the Repatriation League, which is one of the "Big Four" which will engage in the May drive. When it found that it could utilize the services and machinery of another of the organizations, the *Federation for Community Service*, it was able to strike \$225,000 off its budget. That was a practical saving, due to the elimination of overlapping in social service work.

Yours, in the confident assurance that Toronto will once again respond in a full measure to its obligations in 1919.

THE BIG FOUR DRIVE  
MAY 6, 7, 8, 9

Repay!

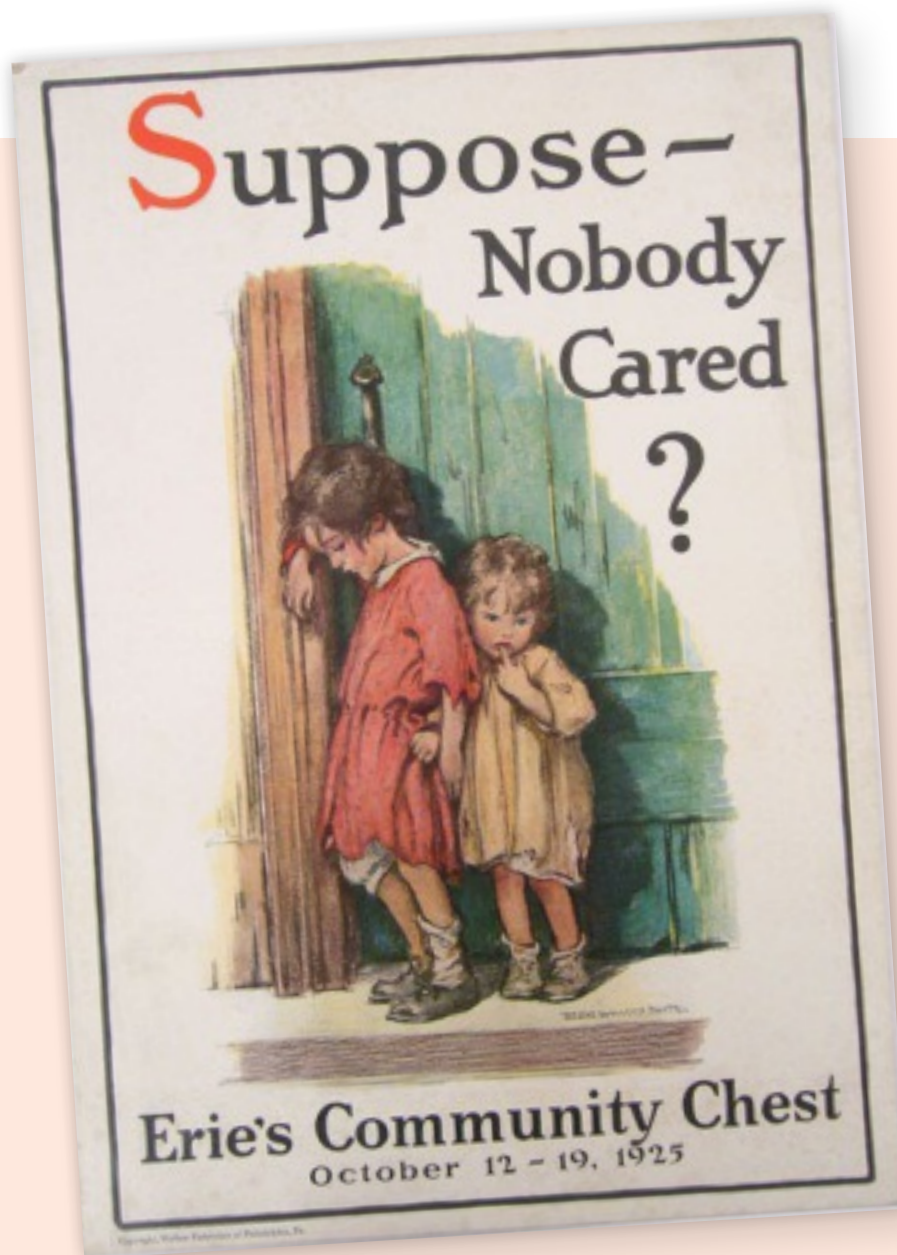
Campaign Headquarters  
Telephone Adelaide 5740

J. W. WOODS, Chairman,  
E. R. WOOD, Hon. Treasurer,  
Repatriation Campaign.

A full-page advertisement promoting Toronto's "Big Four Drive" from May 6 to 9, 1919. This was Canada's first large scale, professional campaign drive. (Source: Toronto Star, April 28, 1919)



# 1920s



An early example of Community Chest advertising. The Community Chest brand was invented in Rochester, New York in 1919 and was adopted by hundreds of federated fundraisers across North America by the early 1940s. An early example of Community Chest poster advertising from 1925.



# • Special Thanks

to United Way Centraide Canada's 2019 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 Ways Centraides across the country, and create opportunities for a better life for everyone in our communities:

## **\$10,000 +**

- Kate Bayne, Laura Bayne, Michael Bayne & Jessica Bayne Hogan
- Yuri Fulmer
- Canada Life
- Estate of Brenda Francelia Caesar
- Estate of Muriel Mabel Whiting
- Estate of Verner Norgaard
- Estate of Howard Somers

## **\$1,200 to \$9,999**

- Louise Bellingham
- Jacques Bérubé
- David Blumenthal

- Kwan Leung Chan
- James Cherry
- Dan Clement
- Caroline Davis
- Serge Desrochers
- Nicole Fontaine
- Christine Hanlon
- Jason Hatcher
- Ellen Hodnett
- Poya Kherghehpoush
- Sharon Lupton
- Karen MacDonald
- Louise Powell-McCarthy
- Rob and Debbie McCulloch
- Geraldine McDonald (gift in memory)
- Riley Mills
- Debra Pozega Osburn
- Paul Totten
- Evelyn Waters
- Bill Wolfe

## **Corporate and Foundation Support (\$1,200 to \$9,999)**

- Deloitte LLP
- Eaton Industries Canada
- Ena and Bernard Tam Charitable Fund
- Ipsos
- Leon's Furniture Limited
- Love & Light Mercy Fund at Calgary Foundation
- McFlint Foundation
- Payworks
- The Philip Smith Foundation

- Wahl Canada Inc.
- Williams-Leir Foundation

## **In-Kind Support**

- Canada Post
- Dan Normandeau (Conversart)
- Joe Media
- KPMG Management Services LP
- Northstar
- TAXI
- The Coaching Studio

## **National Media Partners**

- Asian Television Network
- Atedra
- Autotrader
- Bell Media
- CBC
- Facebook
- Juice Mobile
- Kijiji
- Oath
- Post Media
- Rogers
- Shaw Media
- Snapchat
- Spotify
- Star Metroland Media
- Suite66
- The Globe and Mail
- The National Post
- The Weather Network

# • 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 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.

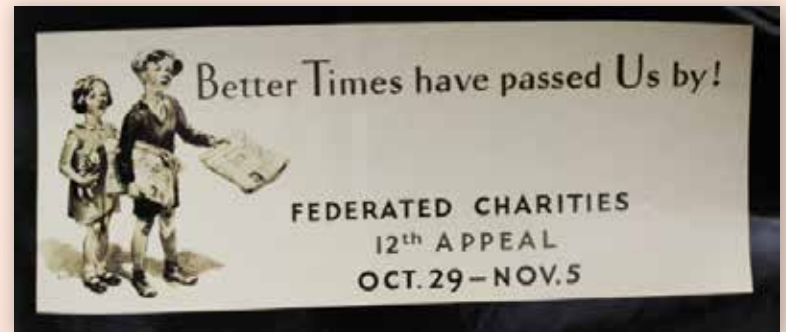
United Way Centraide Canada is proud to be a member of Imagine Canada and to be recognized for its leadership role in the non-profit sector.



# 1930s



Mid-1930s advertisement for Toronto's Federation for Community Service. Notice the explicit message that the work of the Federation does not duplicate government relief.



The Publicity Committee of Canadian Community Chests developed a national campaign poster in 1934 for use by Chests across Canada for the very first time. Although not used by all Chests, it nevertheless represents a significant yet tentative first step in our movement's history towards a common visual identity.



1937's national poster design for Canadian Community Chests.

**Be A  
GOOD NEIGHBOUR**



**...they depend on YOU!**

**Give generously to the**

**WINNIPEG  
COMMUNITY CHEST**

**Sixteenth Annual Campaign  
NOV. 1—NOV. 6**

Winnipeg Chest advertisement from  
1937 featuring the American slogan:  
"Be A Good Neighbour".

**French  
Canadian  
Federated  
Charities**

**FIFTH ANNUAL APPEAL**  
April 17 - April 27 1937

**We Appeal to YOU**

Because help must be given to a host of indigent families;  
Because women, mothers who have lost their all, need skilled attention;  
Because old people and cripples are abandoned, penniless;  
Because little children are suffering and pining away, from lack of food;  
Because the money which our Federation receives during its campaign enables its agencies to interpret practical charity in the terms set forth by the following figures:

**267,220** hospital days  
**8,035** women helped  
**12,317** children cared for  
**778,968** meals served  
**10,203** gifts of clothes and useful articles  
**587** blind persons registered, helped, employed and placed  
**210** crippled children sent to the country  
**182** discharged prisoners assisted  
**72,209** babies examined  
**103,110** medical consultations  
**116,353** nurses' visits  
**9** burials  
**540** persons found employment  
**52,307** persons aided in their home

"Charity is beautiful in whatsoever practices it; it is beautiful in him who takes an hour from his own business to devote it to the business of suffering; it is beautiful in the woman who devotes herself for a moment to the happiness of being kind; it is beautiful in the man who gives to the poor who have no money; it is beautiful in the poor man who yet finds a penny for the poor." (Lancelotti)



1937 Advertisement for the French Canadian Federated Charities of Montreal.

**HEADLINERS OF THE AIR**

**Air Drama Carries  
Message of Appeal  
To Support Chests**

Coincident with the inauguration of Regina's **community chest** appeal, the radio commission is tonight making a Dominion-wide appeal for all **Canadian** chests via radio.

A drama entitled, "The Scales Don't Balance" will be presented from Ottawa under the auspices of the Canadian **Welfare Council** and Welfare Federation. The play was chosen from amongst other plays submitted as the most representative of modern conditions.

**STORY OF FAMILY'S  
DEPOSSESSION OF HOME** draws him to straggle when called

In 1936, the Canadian Welfare Council sponsored a coast-to-coast radio drama promoting the work of Canada's Community Chests through the fictional story of a penniless family evicted from their beloved home.



# Report of the Independent Auditors 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, 2019
- 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, 2019 (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.

## AUDITORS' 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 2, 2020



## SUMMARY STATEMENT OF FINANCIAL POSITION

As at December 31, 2019, with comparative information for 2018

### United Way Centraide Canada

	2019	2018
<b>Assets</b>		
<b>Current assets:</b>		
Cash and cash equivalents	\$ 860,432	\$ 969,656
Restricted cash and investments	169,903	154,106
Short-term investments	1,750,000	1,000,000
Amounts receivable	55,862	85,951
Prepaid expenses	78,641	87,027
Related parties receivable	62,656	182,670
	2,977,494	2,479,410
Tangible capital and intangible assets	91,457	173,274
Long-term investments	798,616	–
Investments - life insurance	14,092	23,088
	\$ 3,881,659	\$ 2,675,772
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	\$ 329,043	\$ 306,348
Deferred revenue	258,446	5,105
Restricted contributions and donation	68,898	21,323
Funds held in trust	97,960	97,960
Donations payable to related parties	3,045	34,823
	757,392	465,559
Deferred capital contributions	18,896	39,509
Deferred revenue - life insurance	14,092	23,088
	790,380	528,156
<b>Net assets:</b>		
Unrestricted	1,707,941	1,493,206
Invested in tangible capital and intangible assets	72,561	133,765
Internally restricted – Strategic Initiatives	1,261,000	400,000
Internally restricted – Ongoing Commitments	49,777	120,645
	3,091,279	2,147,616
	\$ 3,881,659	\$ 2,675,772

See accompanying notes to summary financial statements.

## SUMMARY STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

For the year ended December 31, 2019, with comparative information for 2018

### United Way Centraide Canada

	2019	2018
<b>Revenue:</b>		
Donations	\$ 652,152	\$ 555,537
Fees and contributions	525,015	519,435
Investment and interest income	64,563	42,295
Membership dues	4,489,136	4,522,443
Other revenue	164,745	71,649
	5,895,611	5,711,359
<b>Expenses:</b>		
Amortization of tangible capital and intangible assets	96,795	101,043
Bank charges and interest	7,666	14,941
Conferences, meetings and travel	498,618	379,940
Insurance	4,911	4,749
Membership and publications	583,725	531,427
Office	29,737	22,539
Other services	143,867	108,566
Photocopying and printing	13,130	16,620
Postage and courier	1,539	1,658
Professional and consulting fees	605,542	808,744
Rent and occupancy	242,570	214,691
Salaries and employee benefits	2,557,942	2,702,890
Subsidies	74,150	124,806
Telecommunications	91,756	88,645
	4,951,948	5,121,259
Excess of revenue over expenses	943,663	590,100
Net assets, beginning of year	2,147,616	1,557,516
Net assets, end of year	3,091,279	2,147,616

See accompanying notes to summary financial statements.

## NOTES TO SUMMARY FINANCIAL STATEMENTS

Year ended December 31, 2019

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, 2019.

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.



# 1940s



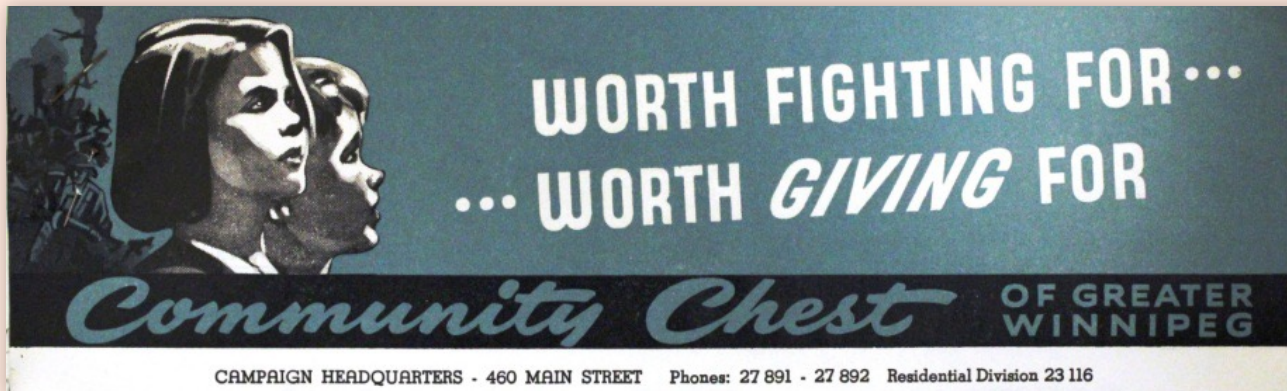
This amazing national campaign poster from 1942 marked the first time that all Canadian Community Chests used the same campaign image and common slogan: "Preserve the Homes They Fight For".



The 1946 Disney Trailer "A Feather in His Collar" was available for a small fee from the Community Chests and Councils of America for use by local Community Chests in the U.S. and Canada.



The public checks up on campaign progress in downtown Vancouver, September 1945.



This wartime ad from the Community Chest of Winnipeg featured the national slogan: "Worth Fighting For, Worth Giving For" and was typical of how Canadian Chests made a direct link between the war and the need to support domestic social services at home. Much of the advertising spoke of the war on the home front as an "all-time war" against poverty and other social ills.



# • Board Members

## Officers



Yuri Fulmer  
Chair



Ayn Wilcox  
Vice Chair



Serge Desrochers  
Treasurer



Dan Clement  
Secretary of the Board,  
President and CEO

## Directors



James Cherry



Mojdeh Cox



Caroline Davis



Ann Divine



Christine Hanlon



Jason Hatcher



Donald Lafleur  
(November 2019)



Karen Macdonald



Debra Pozega Osburn



John Rogers



Craig Rowe



Carmen Vierula

# • Leadership

## STANDING COMMITTEES:

### Executive Committee

Yuri Fulmer  
Committee Chair  
Serge Desrochers  
Donald Lafleur  
Debra Pozega Osburn  
Ayn Wilcox  
Dan Clement

### Governance Committee

Donald Lafleur  
Committee Chair  
(September 2019)  
Debra Pozega Osburn  
Committee Chair  
Christine Hanlon  
Karen Macdonald  
Ann Divine  
Jason Hatcher  
Ayn Wilcox  
Yuri Fulmer  
Dan Clement

### Membership Accountability and Performance Committee (MAPC)

Kingsley Bowles  
Committee Chair  
Brenda Aynsley  
United Way Lower Mainland  
Dale Biddell  
United Way Simcoe Muskoka  
Isabelle Dionne  
Centraide Région centre-ouest du Québec  
Lorraine Goddard  
United Way Windsor Essex County  
Malcolm Gowie  
United Way Calgary & Area  
Debbie McInnis  
United Way Moncton & South Eastern New Brunswick  
Marilyn McLaren  
United Way Winnipeg  
Craig Rowe  
United Way Centraide Canada

### Finance and Audit Committee

Serge Desrochers  
Committee Chair  
Carmen Vierula  
Ayn Wilcox  
John Rogers  
James Cherry  
Yuri Fulmer  
Dan Clement

### Nominating Committee

Debra Pozega Osburn  
Committee Chair  
Caroline Davis  
Jason Hatcher  
Yuri Fulmer  
Dan Clement

## AD-HOC COMMITTEES:

### Indigenous Relations and Reconciliation Committee

Mojdeh Cox  
Committee Chair  
Caroline Davis (UWCC)  
Ayn Wilcox (UWCC)  
Angie Hutchinson  
Darren McKee  
Joanne Pinnow



# 1950s



Contestants in Toronto's "Miss Red Feather" contest, 1947

Now you **CAN** put all your eggs in one basket

for the first time in Canada... because you wanted it... **One United Appeal!**

**YOUR UNITED APPEAL:**

**YOUR DONATION HELPS DO SO IMPORTANT WORK:**

**GIVE THE TORONTO WAY... GIVE THE UNITED WAY**

This message sponsored by  
**A. V. ROE CANADA LIMITED, Malton, Ont.**  
 and its member companies

AVRO AIRCRAFT LTD. • CANADIAN STEEL IMPROVEMENT LTD. • DEXIA ENGINEERS LIMITED  
 CANADIAN CAR & FURNACE CO. LTD. • CANADIAN STEEL FOUNDRIES (EMM) CO. LTD.

The founding of Canada's first United Appeal in Toronto in 1956 marked the beginning of a significant transformation in our movement towards a more inclusive donor-centric model.



In 1958, the Ottawa Community Chest launched their annual campaign by releasing 25 homing pigeons carrying messages of goodwill to the citizens of Toronto and London.



The Montreal Gazette announces the launch of the city's Red Feather campaign objective with an exciting kick off celebration – "By Land, By Sea, By Air" (September 14, 1959).



Twenty years before United Way was adopted as our organizational brand, it was originally used as a campaign slogan for the new United Appeals in the 1950s.





# 1960s



A Toronto United Appeal parade float circa 1966.



The 1968 Federated Appeal of Montreal campaign wrap up event, celebrating an amazing \$10 million raised.



# • Our Team

## Executive Team



Dan Clement  
President & CEO



Louise Powell-McCarthy  
Vice-President, Network  
Engagement & Governance



Louise Bellingham  
Vice-President, Communications  
Marketing & Public Affairs



Paul Totten  
Chief Operating  
Officer



Rob McCulloch  
Vice-President, Fundraising  
Strategy (April 2019)



Dan Nielsen  
Vice-President, Business  
Integration & Transformation  
(December 2019)

## Operations Team



Andréa Landriault  
Administrative Officer



Marie-Josée Rosset  
Translator



Dave Haanpaa  
Executive Assistant &  
Human Resources Officer



Kirthana Selvakumar  
Accounting &  
Office Administrator



Mehdy Majoub  
Marketing &  
Communications Officer



Bill Wright  
Network & Systems  
Administrator



Tiffany Narducci  
Resource Development Officer

# • Our Team

## Management Team



Mohammad Aryaie  
Manager, Business Intelligence  
Solutions



Evan Clark  
Manager, Marketing  
& Communications



Anita Khanna  
National Director, Public Policy  
& Government Relations



Sharon Lupton  
National Director, Labour  
Programs & Services



Jacques Bérubé  
National Director,  
Member Services



Nicole Fontaine  
Manager, Governance



Brenda Kelly  
National Director,  
Finance & HR



Daniel Manseau  
Vice-President,  
Québec (June 2019)



Heather Chew  
National Director,  
Communications



Lynda Giffen  
National Director, Network  
Engagement



Poya Kherghehpoush  
National Director, Transformation  
Strategy & Innovation



Kayt Render  
National Director, Impact  
Products & Partnerships



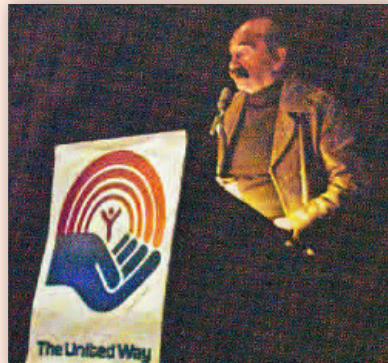
Andrew Strutt  
National Director,  
Network Engagement



# 1970s



In the early 70s, United Way Centraides began hiring Labour Partnerships staff to strengthen the already vital alliance with Labour. In 1988, the Canadian Labour Congress and United Way Centraide Canada signed a formal partnership agreement.



"The sun-like rainbow growing out of the hand... is a positive symbol. It helps signal a new United Way... vibrant, exciting, colorful, positive and changing." - Saul Bass Creator of United Way logo, United Way Leaders Conference, 1972.



Music legend Johnny Cash was at one time a spokesman for United Way and the marginalized people the organization has helped. This is a still image from a video performance of an original song written for United Way called "God's Children are Friends of Mine".

# • Thanks a Million

United Way Centraide Canada would like to acknowledge the following corporations and their employees; labour organizations and their members; and public sector groups for their longstanding partnership and exemplary support.

Each organization named here contributed \$1,000,000 or more to United Way Centraide campaigns in 2019. Together, we are helping to keep our communities strong.

## **\$10 Million +**

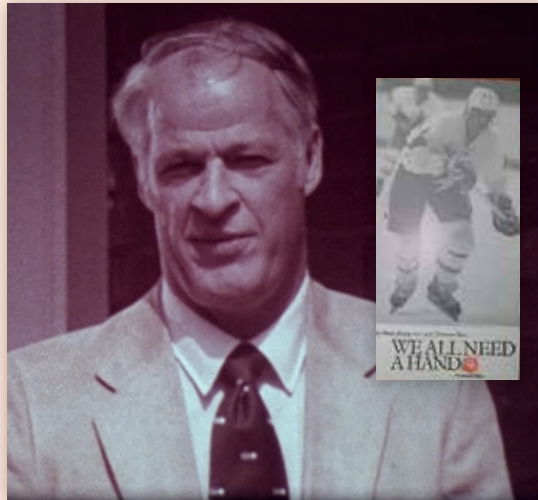
- BMO Financial Group
- Canadian Labour Congress (CLC)
- CIBC
- Government of Canada Workplace Charitable Campaign
- RBC
- Scotiabank
- TD Bank Group

## **\$1 Million +**

- Alberta Union of Provincial Employees (AUPE)
- Amalgamated Transit Union
- Association of Management, Administrative and Professional Crown Employees
- Bell
- Blakes
- Bombardier Inc.
- Brookfield
- CAE
- Canada Life
- Canada Revenue Agency
- Canadian Federation of Nurses Union and its member organizations (CFNU)
- Canadian Natural Resources Limited
- Canadian Office and Professional Employees Union (COPE)
- Canadian Union of Public Employees (CUPE)
- City of Montréal
- City of Toronto
- City of Toronto Administrative, Professional and Supervisory Association Inc.
- Costco Wholesale Canada Ltd.
- Deloitte
- Department of National Defence
- Desjardins
- Employment and Social Development Canada
- Enbridge
- Enbridge Gas Inc.
- EY
- FCA Canada Inc.
- Federal Service Retirees
- Global Affairs Canada
- Government of Alberta
- Government of Québec
- Hydro-Québec
- iA Financial Group
- Imperial
- Intact Financial Corporation
- International Association of Fire Fighters (IAFF)
- International Association of Machinists and Aerospace Workers (IAM&AW)
- International Brotherhood of Electrical Workers
- James Richardson & Sons, Limited and Affiliated Companies
- KPMG LLP
- LCBO
- Magna International Inc.
- Manulife
- McCarthy Tétrault LLP
- METRO
- National Bank Financial Markets
- National Bank of Canada
- National Union of Public and General Employees and its component unions (NUPGE)
- NOVA Chemicals
- Nutrien Ltd.
- ONEX
- Ontario Public Service
- Ontario Public Service Employees Union (OPSEU)
- Osler, Hoskin & Harcourt LLP
- PCL Construction
- Pembina Pipeline Corporation
- Power Corporation of Canada
- Pratt & Whitney Canada
- Procter & Gamble
- Public Service Alliance of Canada (PSAC)
- Public Services and Procurement Canada
- PwC
- Saputo
- Service Employees International Union (SEIU)
- Shell Canada Limited
- Sun Life
- Suncor Energy
- Syncrude Canada Ltd.
- Teamsters Canada (TC)
- The Professional Institute of The Public Service of Canada
- TransAlta Corporation
- Unifor Canada
- UNITE HERE
- United Food and Commercial Workers International Union (UFCW)
- United Steelworkers
- United Way Centraide
- UPS Canada & UPS SCS Canada
- Wawanesa Mutual Insurance Company



# 1980s



In the late 70s and early 80s, United Way of Canada partnered with top NHL stars like Wayne Gretzky, Gordie Howe, Jean Béliveau, Henri Richard and many others to produce a series of promotional PSAs.



Mr. T leads a 1988 United Way Toronto Walkathon. United Way has enjoyed the support of many great people over its 100 years in Canada. (Toronto Star archives).



# • United Ways Centraides Across Canada

In 2019, there were 79 United Ways 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 and Wood Buffalo  
United Way Hinton  
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 East Kootenay  
United Way Greater Victoria  
United Way Lower Mainland  
United Way Northern British Columbia  
United Way Powell River & District  
United Way Southern Interior BC  
United Way Thompson Nicola Cariboo  
United Way Trail and District

## Manitoba

United Way Brandon & District  
United Way Central Plains  
United Way Morden and District  
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 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 Centraide North East Ontario/ Nord-est de l'Ontario  
United Way Centraide Stormont, Dundas & Glengary  
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 Battlefords  
United Way Estevan  
United Way Regina  
United Way Saskatoon & Area  
United Way Yorkton & District

## **Yukon**

United Way Yukon



# 2000s



United Way Centraide Central New Brunswick's 2019 campaign launch event featured the vibrant #UNIGNORABLE colour and Local Love iconography. #UNIGNORABLE and the French adaptation #JamaisIndifférents were launched across Canada in 2019



United Way Windsor Essex produced an optimistic spoken-word campaign launch video inspired by #UNIGNORABLE. The video focused on youth and their potential to change the trajectory for the community.



The newly amalgamated United Way Southern Interior British Columbia kicks off their 2019 campaign with a bus pull.



This poster promotes the documentary capturing United Way City of Kawartha Lakess' 2019 food security project at Edwin Binney's Community Garden. The local Cogeco station that covers Peterborough and Lindsay/Kawartha Lakes produced the documentary, which premiered in 2020.



United Way Kingston, Frontenac Lennox and Addington's 2019 benefit concert *Rockin the Big House* featured Canadian artists Headstones, The Trews, The Pursuit of Happiness, Kasador, and Tom Cochrane. The event took place inside of the decommissioned Kingston Penitentiary.





#UNIGNORABLE and #JamaisIndifferents have shone a spotlight on local community issues.



Garage Clothing partnered with Centraide of Greater Montreal to launch #JamaisIndifferents in Montreal.





There are more people living in poverty in the Greater Toronto Area (GTA) than anywhere else in the Canada. In such a prosperous part of the country, this issue often goes unnoticed. United Way Greater Toronto wanted to change that. Using augmented reality, the #UNIGNORABLE Tower was designed to make everyone aware of just how many people in the GTA are struggling. While the Tower isn't real, the problem it represents is: more

than 116,000 individuals and families in Peel, Toronto and York Region are struggling to put a roof over their heads. Standing at over 2.5 times the height of the CN Tower, the #UNIGNORABLE Tower was imagined to represent the scale of the problem and bring attention to this big and complicated issue.