



**United Way**  
Greater Toronto

# THE WAY WE MOBILIZE COMMUNITY

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2023 ANNUAL REPORT



# WE ACKNOWLEDGE

United Way Greater Toronto humbly acknowledges that it operates on the traditional territory of many Indigenous nations, such as the Wendat, Anishnaabeg, and Haudenosaunee. We recognize and uphold the rights of Indigenous communities, acknowledging the ancestral and unceded territories of the Inuit, Métis and First Nations peoples throughout Turtle Island. Tkaronto is home to a growing community of urban Indigenous peoples, including those from the Inuit, Métis and First Nations. We recognize that the Greater Toronto Area is covered by several treaties, such as Treaty 13 with the Mississaugas of the Credit First Nation and the Williams Treaties with seven First Nations, including the Chippewas of Georgina Island. We respect Indigenous teachings and commit to fulfilling our obligations to the land and one another. Our commitment is grounded in the principles of Truth and Reconciliation and the United Nations Declaration on the Rights of Indigenous Peoples.



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# A UNITED WAY

You know, trust, partner and invest in a united way. An integral part of our community since 1956. A way that has seen us through everyday challenges and extraordinary times. From before the pandemic, through-out its long shadow and now, as we face unprecedented growth forecast for our region over the next decade. While that growth promises to be a boom for so many, it also risks being a bust for many more.

Unless we take a stand together. Harness that growth for good. Empower civic leadership and engagement. Optimize employment and affordable housing opportunities. Invest in infrastructure and strengthen our social safety net.

Today, United Way Greater Toronto is uniting for action for all of that. Like never before, we are rolling up our sleeves and diving into the very issues that overwhelm our neighbourhoods and communities today and jeopardize them for the decade to come.

How?

By mobilizing to support refugees in crisis. Coordinating social services for quick and effective response, right here where it's needed most: locally. Fostering opportunities for people to shape their future. Collaborating and innovating to put the 'good' back into good jobs. Anchoring and strengthening neighbourhoods with one-stop, multi-service community hubs. And acting on housing, housing, housing. Confronting this challenge of a generation with everything we have got: research, advocacy and investment in first and fresh approaches, from modular housing right through to local land trusts.

This is what you will read about in our Annual Report.

The future is bringing profound change. And demanding a big, bold United Way. That's why we're building on the amazing work of our network of agencies, to forge the systems solutions only we can. We're digging in where we have worked for decades, deepening our involvement in neighbourhoods experiencing development. And we're moving into the new world of community real estate, to safeguard vital community services and access to the spaces we depend on. Today and for decades to come, only a walk or ride away, in your neighbourhood.

So we all have a place to call home. So we all have the income we need to build a good life. So we all have the access to supports in our neighbourhoods. So we all have a chance to make our communities the best they can be. For all.

That is our civic ambition. The future can be better. We know there is a way to get there. All we need is you.

Always and only,



**Daniele Zanotti**  
President & CEO  
United Way Greater Toronto







# THE WAY TO LOCAL SOLUTIONS



## **Challenge**

# **The refugee and asylum crisis**

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## **Solution**

# **Network of agencies**

In the summer of 2023, news headlines covered a growing human tragedy as it unfolded on the streets of the Greater Toronto Area (GTA). With an overburdened shelter system and sector unable to meet the urgent needs of African refugee claimants and asylum seekers, people in search of safety found themselves homeless instead. United Way swung into action: setting up the African Resettlement Emergency Fund, raising over \$500,000 and getting resources into the hands of Black-led and Black-serving groups managing more than 40 projects on the frontlines. All in record time. All made possible because of our extensive experience supporting other groups of refugees across the region. And all an example of the kind of community solution our network of 300+ agencies is capable of providing. As the largest non-government funder of community services in the GTA, United Way Greater Toronto continues to strengthen this shared safety net, one that is increasingly diverse and providing culturally appropriate services — with 25% of agencies led by, focused on and serving equity-deserving groups.





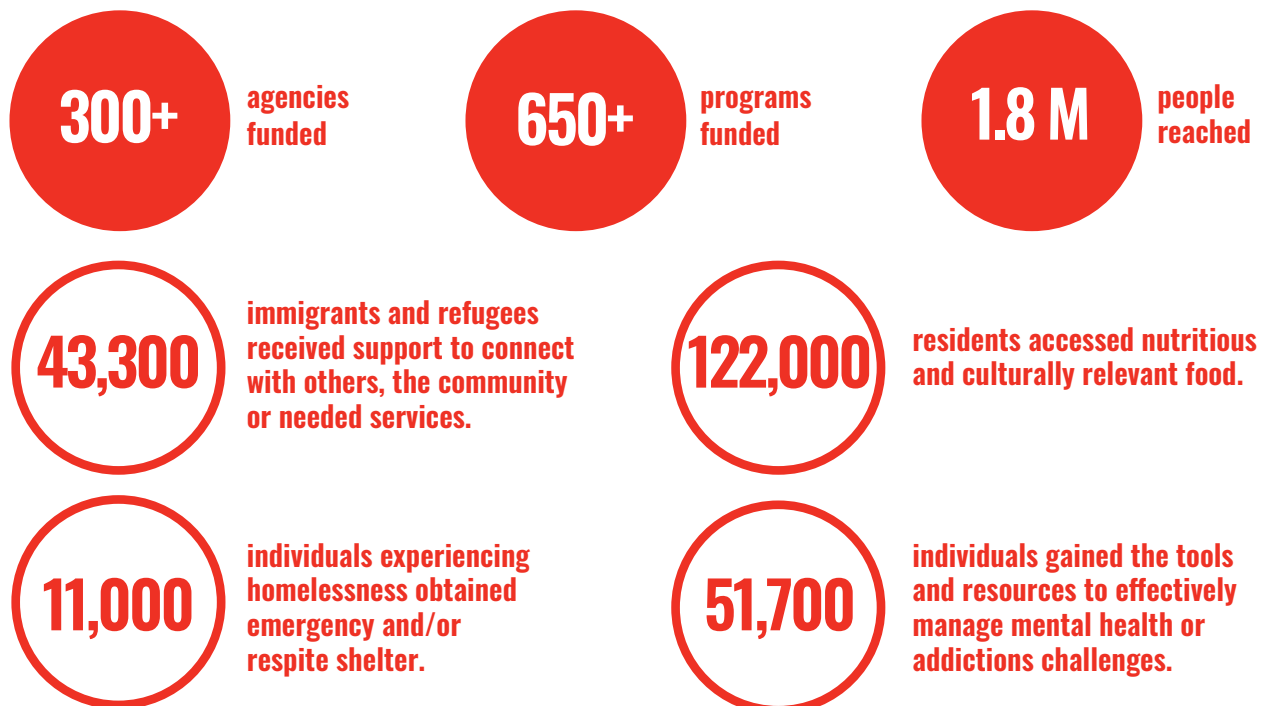


We are still supporting this vulnerable population, working with the African Refugee Collaborative, under the leadership of Margaret’s Housing and Community Support Services at the Black Community Housing Action Table, and tapping Caribbean African Canadian Social Services (CAFCAN) to provide wrap-around supports. With an eye to the future, together with the City of Toronto, Region of Peel and Regional Municipality of York, we’re also mapping the journey of these

asylum seekers, to identify and address gaps in access to social and health services.

And we are building on the success of COSTI Immigrant Service’s Housing Host Program, which has matched Ukrainian newcomers with volunteers offering accommodation and other settlement assistance. We’re looking to expand this initiative to support other refugee populations in the GTA.

**More on how our network meets needs and impacts lives:**



## Challenge

# Responsive local services and problem solving

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## Solution

# Cluster tables

We bring together agencies, residents, all levels of government, corporations and others across the region — in a way no one else can — for maximum impact. The Community Coordination Plan, also known as cluster tables, is a prime example of this. Established by United Way and the City of Toronto in the early days of the pandemic, to expedite services and resources, this model of co-operation and effectiveness has evolved to become a best-in-class approach to meeting emerging and ongoing community needs. Today 12 cluster tables — with close to 350 participating organizations — continue to support neighbourhoods across the city, and specific populations, through the Newcomer Table, as well as the Black Resilience Cluster, which alone counts 79 organizations at the table.

Cluster tables are behind dynamic local responses that provide the help people need now. In Black Creek Humber Summit that looks like a food portal, a partnership between seven agencies that means food access for hundreds of residents. And in North Etobicoke, it is a collaborative research study with Humber College, to better understand and address the impact of the pandemic on youth mental health.

They are also strengthening the sector. A number of table members have built their capacity to collect, analyze and use the social identity data of service users — part of the data equity pilot and learning captured in our latest case study, Challenges, Lessons and Implications from Collecting Social Identity Data — with a focus on assessing and enhancing services. And they're improving resilience in our communities through a special project with the Canadian Red Cross that builds on the City of Toronto's Resilience Strategy to help Torontonians survive, adapt and thrive in the face of any challenge, especially amid the growing threat of climate change.



In York Region, similar collaboration is underway at the Service Partners Table and Seniors Cluster report table led by United Way and the Region of York. As well, United Way supports the efforts of residents, agencies and local government in advancing community safety and well-being at the Region's Community Action Tables and through Quick Action Grants that invest in resident-led projects focusing on priorities like mental health and housing stability. And in Peel, United Way sits at the Peel Community Response Table and co-chairs the Peel Poverty Reduction Committee.



# Challenge Shaping the future

## Solution Community engagement

With the passing of the Hazel McCallion Act in 2023, United Way geared up to support the sector through the dissolution of The Regional Municipality of Peel. We funded Metamorphosis — 100 non-profits working together to minimize disruption and ensure access to crucial services through and beyond the transition. Following the provincial government’s decision to reverse the de-amalgamation process, UWGT continues to fund Metamorphosis’ work to ensure a strong service-delivery system in Peel Region. And together we championed election engagement as Mississauga residents headed to the polls, sponsoring a mayoral debate in May as well as local civic activities, just as we did last year in Toronto.







Engaged and connected residents are integral to the equitable communities that we envision and hold as our north star. They are as essential to a good life as are financial and housing stability and access to a network of services. That’s why we foster engagement in myriad ways, including through our own community campaign, which last year raised an amazing \$111 million and always rallies people around our shared goal and common purpose through a variety of informative — and fun — activities.

This past year’s campaign saw hundreds of people participate in neighbourhood tours that brought them closer to the unique challenges and charms of communities across our region. It included more than 350 Day of Caring events, a chance for individuals and groups to give back by volunteering to assemble thousands of hygiene, meal and school kits or participate in speed mentoring sessions for new job seekers. Our signature event, ClimbUP for Community, returned after a three-year hiatus. It exceeded all expectations, drawing more than 5,500 climbers and 300 volunteers to raise more than \$1.5 million. Overall, a strong showing that underlines how United Way continues to drive the largest movement of philanthropy and volunteerism across the GTA, connecting and benefiting all our communities.



## Challenge

# Revitalization failing local residents

## Solution

# Cross-sector collaboration

Time and again, we've seen large-scale redevelopment projects that ultimately do little to improve the lives of those living nearby. The Inclusive Local Economic Opportunity (ILEO) initiative in the Greater Golden Mile is a long-term commitment to building better into growth. In a neighbourhood on the vanguard of transit-linked revitalization, it brings corporate, community, labour and government efforts together to ensure that development benefits local residents.



In fact, at a transition roundtable co-convened by the newly elected Toronto mayor and United Way, Olivia Chow cited ILEO as a successful model that she wants to see replicated across the city.

What makes ILEO so special? It starts with bringing 32 partners to the table to work together under a paradigm-shifting corporate charter. ILEO includes an employment program that links residents to well-paid and stable jobs; provides supports for local entrepreneurs and businesses; and offers a majority community-owned construction joint venture — bringing profits right back to community. In short, it is a recipe for shared prosperity that is delivering: Three years after the five complementary pilots launched, ILEO has generated an estimated \$9.2 million in financial returns to the Greater Golden Mile community through increased payroll, local business revenue and other gains — including the hiring of 150 residents. And that's all before shovels have hit the ground.





**Work behind the scenes has driven that progress:**

- 20,000 copies of the Golden Mile Register were delivered to households across the Greater Golden Mile early this spring, bringing good news of training and job opportunities to local residents. A win-win collaboration with Centennial College, the special edition proved to be an inspiring outreach tool and gave journalism students a real-life challenge to sink their teeth into.
- A subsequent hiring fair featured 20 top employers — AECON Group Inc., BMO, Choice Properties, The Daniels Corporation, Maple Leaf Sports and Entertainment, RioCan, Sun Life, Michael Garron Hospital, Scotiabank and more — and hosted 1,000 job seekers, with 100 interviews taking place on the spot.
- Storefront Starter Golden Mile entrepreneurs entered the big leagues as vendors at the semi-annual craft and makers show One of a Kind — thanks to sponsorship by ILEO partner the Daniels Corporation — selling more than \$20,000 in products.

The Social Medicine Initiative in Parkdale, a partnership between the City of Toronto, University Health Network (UHN) and United Way, has resulted in 50 deeply affordable modular housing units with 24/7 wrap-around services for people facing homelessness and health issues. With the site set to welcome residents in summer 2024, United Way is investing in a full-time client navigator and community kitchen — a shared space for healthy meals and food-handling-certification training.

Furthering Our Community by Uniting Services (FOCUS) Toronto — the community safety and well-being initiative led by United Way, the City of Toronto and Toronto Police Service — works with more than 250 agencies and departments to coordinate essential and community services and to identify and prevent community crises. Now operating at six situation tables, this successful approach has served as a model in York Region, Peel and Calgary — with guidance from United Way Greater Toronto.



## Challenge

# Housing — the biggest issue

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## Solution

# Movement mobilization

One of our latest reports, *Bringing Affordable Housing Home: An action plan for housing stability in Ontario* brings a new force to the fight for deeply affordable housing: the non-profit sector. United Way Greater Toronto worked with Ontario for All, Ontario Nonprofit Network, the Canadian Centre for Housing Rights and the Ontario Alliance to End Homelessness to develop this action plan that draws on the expertise of 400 non-profit housing leaders, shared through 20 local consultations led by United Ways across Ontario. Aimed at all three levels of government, the report outlines seven solutions-focused policy recommendations and the practical steps that can fully enable the sector to partner with government and business in growing housing stability in the province.







### Other efforts to move the needle and house Ontarians:

- We are throwing our weight — and funding — behind local land trusts, from Parkdale to Newmarket, supporting agencies like the Parkdale Activity — Recreation Centre (PARC) and Blue Door in leveraging donated land and properties to protect and grow deeply affordable, supportive housing, in perpetuity. A Partnership and Systems grant to Blue Door goes towards developing the foundational elements this innovative approach needs to become a sustainable model: by-laws, a decision-making matrix and an operating governance structure. And by demonstrating our confidence first, we're helping to bring other funders aboard.
- In York Region, United Way continues to administer and implement Reaching Home, Canada's Homelessness Strategy, recently through capital investment in 50+ transitional and permanent supportive housing units and pursuing a Coordinated Access System and the creation of an Indigenous Homelessness Framework.
- We are walking side by side with local government. That's the commitment we made in a March deputation to the Town of Georgina Council, calling for action and partnership to advance and expedite housing solutions. And that's what we're doing now, in consultations with them and other partners, including developer Treasure Hill, all focused on bringing much needed affordable housing to the region.

And we are engaged in the long-term essential groundwork that gets us all closer to our shared goal of thriving communities:

- Together with the Cooperative Housing Federation of Canada we are updating the Affordable Housing Plan for Ontario, which will provide the clear targets needed to close the supply gap.
- Working with the City of Toronto, United Way is developing the Toronto Neighbourhoods' Assessment Framework, a data- and evidence-driven, yet holistic and strengths-based tool that generates understanding of opportunities, assets and needs in Toronto neighbourhoods and communities. Once completed, it will support decision making and strategy development, both for government and civic partners as well as agencies and grassroots organizations.

## Challenge

# Community resilience and vitality

## Solution

# Community hubs

More than 15 years ago, United Way Greater Toronto saw the need to champion access to public spaces and essential community services. We established and continue to fund an incredible one-stop model bringing all of that under one roof in eight community hubs in neighbourhoods across Toronto. Since opening their doors, those hubs have amassed 5.1 million visits — more than half a million last year alone. Gathering places for neighbourhood residents, they are also spaces to organize for community solutions — from acting as vaccination and testing sites as well as food depots during the pandemic, to corralling a groundswell of response to the needs of new and successive groups of refugees from Afghanistan and Ukraine, most recently at the Bathurst Finch Hub.







We are welcoming new hubs in both Thorncliffe Park and Bridletowne — an investment for the ages. And we're supporting existing hubs through transitions caused by redevelopment. That was the case in Victoria Park. There, we worked with the City of Toronto and agencies at the Inclusive Local Economic Opportunity table to not only save the hub but to expand it so that it's ready to meet the evolving needs of the neighbourhood for years to come. Akin to this work is the creation of an Indigenous Healing Lodge, where individuals can receive cultural and clinical support in a therapeutic environment honouring traditions and respecting gender and two-spirit needs. United Way is supporting this initiative of the Indigenous Partnership Council (IPC), with \$1.5 million in funding dedicated to IPC-identified systems-change priorities.









# THE WAY FORWARD

# Neighbourhoods

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Over the years, we have shown we can make a real impact on poverty and inequity by focusing on systems change at the neighbourhood level. Never has that approach been more urgent than now: Our region faces an increased pace of growth and expanding community need, post-COVID, amid rising rents, inflation and a cost-of-living crisis — all contributing to the displacement of lower-income people and the services they depend upon.

In response, we are building on our strong foundations in community and leveraging our network of agencies and partnerships. We're working together

to strengthen the social infrastructure that is at the heart of resilient, dynamic and equitable neighbourhoods, where people can access affordable housing, and secure employment and opportunities to shape their future. And we're focusing on deepening and extending our community-development work and scaling progressive models for community prosperity.

We know that the right solutions come from those who are closest to the challenges and assets in a neighbourhood — residents, community organizations and other local stakeholders. So that is where we're digging in.

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In Jane-Finch, we are collaborating with trusted community anchor Jane/Finch Community and Family Centre. Together with the City of Toronto, we're co-chairing a Community Impact Table composed of foundations, funders, City divisions, businesses and other institutional partners. The goal is to support resourcing and drive action, grounded in a locally created plan that builds on work already underway. Strategic investment will support community-led solutions to community-identified priorities — like bringing the Career Navigator youth employment training program to Jane and Finch — also through resident-led initiatives and place-based grant-making that includes local residents in decision making.





# Neighbourhoods

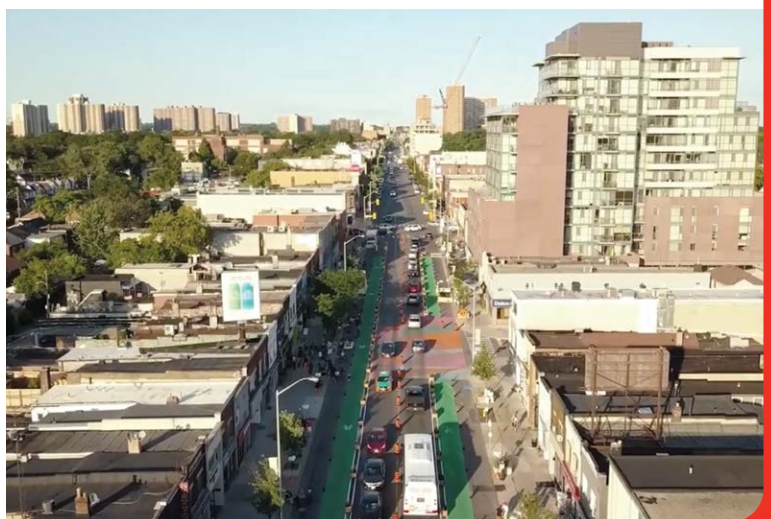
In South Markham, Agincourt Community Services Association will be championing community development efforts aligned to specific challenges. Already, residents have had the opportunity to build their local-issue advocacy and mobilization skills through training delivered by the Institute for Change Leaders, in partnership with United Way. Eight-week online training that covered practices like storytelling, relationship building, team structuring, strategic planning and action implementation helped them to identify food security as an issue and successfully campaign for the opening of a food pantry in South Markham. Additional in-person training focusing on the fundamentals of community organizing will support the continuation of this exciting work.





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In Peel, Indus Community Services will be leading the charge in partnership with United Way Greater Toronto. They're also engaging in projects like Cooksville Tower Pops, an initiative in collaboration with 8 80 Cities, Park People and ERA Architects that picks up on earlier tower renewal work that United Way has supported, to activate underused public spaces in apartment towers.



# Community-owned space

Rising rental costs on community space have left agencies struggling to pay rent or forced to relocate as properties are redeveloped. This disrupts and reduces access to services — even as the demand for those services is growing.

At United Way, we have always stepped forward to bridge gaps. And so we are now, moving into the world of community real estate to ensure sustainable, accessible and community-owned spaces for local services and gathering. We're developing new mechanisms of social purpose ownership and acquisition that will give agencies greater control over their space and free them up to focus on what they do best, providing programming and services where they're most needed.





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We are building capacity for ourselves and the sector. Through the University of Toronto's Infrastructure Institute at the School of Cities, we're developing the skills and knowledge to succeed: tools, research and training modules for agencies assessing their own readiness and an accelerator program for agencies already engaged, benefiting close to 75 organizations so far. Together with the Institute, we're also mapping and assessing current real estate holdings across the GTA's community services sector.

With this additional focus, United Way Greater Toronto is moving from addressing symptoms of poverty to building greater equity into the bricks and mortar of neighbourhoods — existing and emerging. And in everything we do, from supporting our network to partnering with others to leading research and mobilizing action, we are cementing our role as the go-to place to get and give help, to source and resource solutions.

This is the way to take care of one another. This is the way to move forward. In York Region, similar collaboration is underway at the Service Partners Table and Seniors Cluster report table led by United Way and the Region of York. As well, United Way supports the efforts of residents, agencies and local government in advancing community safety and well-being at the Region's Community Action Tables and through Quick Action Grants that invest in resident-led projects focusing on priorities like mental health and housing stability. And in Peel, United Way sits at the Peel Community Response Table and co-chairs the Peel Poverty Reduction Committee.

*“There can be no intensification and complete communities without preserving and growing local community owned spaces — places where people go to bump into each other, access info and supports, and solve issues. This community infrastructure is a cornerstone of a 2035 GTA that is prosperous for all.”*

— **Matti Siemiatycki**  
Director of the Infrastructure  
Institute at the University of Toronto



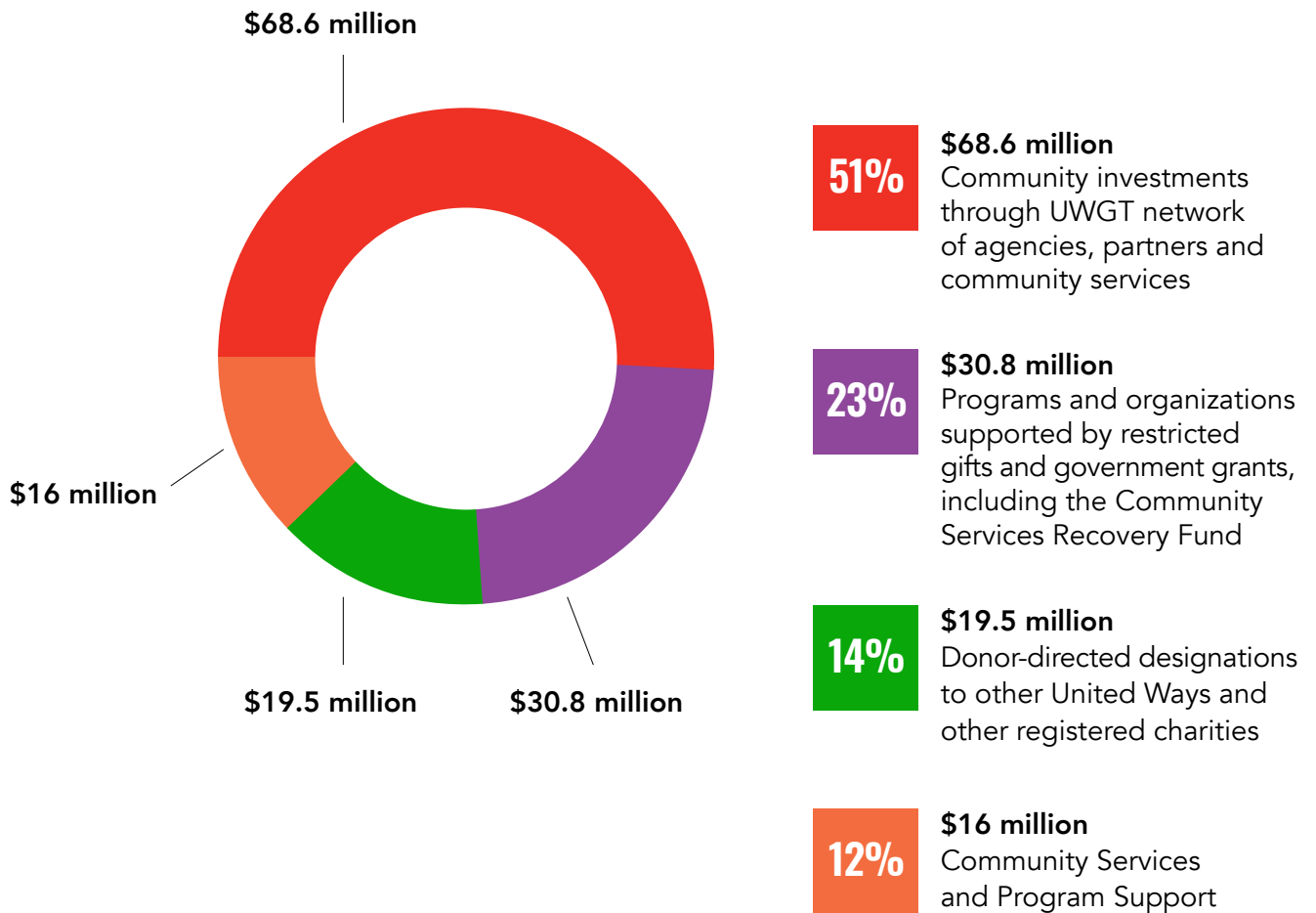
# STEWARDSHIP



# OUR COMMITMENT TO YOU

United Way Greater Toronto (UWGT) fights local poverty, improves social conditions and drives systems change by supporting people in the neighbourhoods they live in, across Peel, Toronto and York Region. We work to ensure that gifts to United Way help meet urgent needs and bring about long-term systemic change. We believe that every person in every community should have the opportunities, access and connections they need to build a good life — regardless of their income, the neighbourhood they live in, or social identity. In Fiscal Year 2023–2024 (FY 23–24), overall distributions and community programs represented \$134.9 million, per UWGT Financial Statements, Statement of Operations.

The breakdown is as follows:



# MANAGEMENT DISCUSSION AND ANALYSIS

## IMPLEMENTING A MULTI-YEAR FISCAL SUSTAINABILITY PLAN

With the changing philanthropic landscape, UWGT continued the implementation of its Board-approved Strategic Roadmap, “Now, New, Next,” with the following business priorities:

- Become a centre of excellence in inclusive philanthropy.
- Develop leading cross-sector solutions.
- Apply engagement as a tool for change.
- Adopt enterprise insight for decisions.
- Turn outward to work with community.

Amid the challenges posed by economic instability, such as recessionary concerns, UWGT steadfastly adhered to its business objectives, marking FY 23–24 as the fourth year of its five-year Board-approved Strategic Roadmap. Remarkably, the pressures from economic uncertainties have catalyzed UWGT to accelerate its transformation.

During FY 23–24, UWGT upheld its financial commitments across the Community Investment, Community Services, and Program Support streams, collaborating with its network of agencies and community partners to address prevailing, pressing and emerging community challenges. Through its distinctive funding approach, UWGT provided flexible funding for both program initiatives and core operational support. This ensured sectoral stability while meeting the needs of communities and residents as well as mobilizing innovative solutions. UWGT witnessed the resilience of its donor and volunteer base amid the uncertainties of the present landscape. Additionally, as a trusted collaborator with government at various levels, UWGT secured further funding from government programs, capitalizing on its expertise in grant management and its understanding of local community requirements.

Fiscal responsibility is the cornerstone of the Board-approved Strategic Roadmap. Despite the economic and financial uncertainties prevailing in the current landscape, UWGT's financial position is stable:

- FY 23–24 marked the fourth consecutive year of achieving a balanced budget or better — this financial improvement stems from past restructuring efforts, cost-saving initiatives, and prudent investment practices.
- Reserves remain at robust levels — sufficient to support UWGT's financial commitments to its network of agencies for both the Community Program Grants (three-year funding) and the Anchor Program (five-year funding), while ensuring the ongoing sustainability of its operations.
- Considering the prevailing economic uncertainty, liquidity remains a primary concern. UWGT's Reserves are primarily comprised of cash or cash equivalents, effectively mitigating liquidity and price risks associated with market fluctuations.

Looking forward to FY 24–25, UWGT will prioritize organizational stability while ramping up efforts to execute its Board-approved Strategic Roadmap with an emphasis on growing revenue. The growth evident across the GTA presents economic opportunities, yet it's crucial to recognize that more than 850,000 people in the GTA are still living in poverty and face inequities. To meet these challenges, UWGT will intensify its efforts by spearheading cross-sector solutions, to protect, strengthen and revitalize neighbourhoods that foster greater inclusivity, through its Neighbourhood Solutions Strategy. This includes a new area of business — Community Real Estate, which will concentrate on preserving existing spaces and establishing new social infrastructure and community-owned space in neighbourhoods undergoing revitalization. To achieve this bold vision, UWGT will launch a transformative multi-year fundraising and brand campaign this fall, bolstering revenue growth and enhancing brand presence.

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## **FINANCE, AUDIT AND RISK COMMITTEE REPORT**

### **GOVERNANCE AND FINANCIAL TRANSPARENCY**

UWGT has a robust Finance, Audit and Risk Committee consisting of six members. The Committee meets annually, independent from management, to engage with KPMG, UWGT's auditors. The Committee oversees the audit and financial controls, budget and financial management, investment management, risk management and digital transformation workplan, on behalf of the Board of Trustees.



The UWGT Audited Financial Statements consolidate the financial results of UWGT's operations, capital expenditures and The Tomorrow Fund™. They are prepared in accordance with Canadian Accounting Standards for Not-For-Profit Organizations (ASNPO) and are also in alignment with United Way Centraide Canada's Transparency, Accountability and Financial Reporting (TAFR) standards.

As UWGT continued to operate in a digital office, with a hybrid workforce, KPMG issued an Unqualified Audit Report. And like previous years, KPMG concurred with management that UWGT met the requirements of being a going concern for this coming fiscal year, FY 24–25.

**Key items in KPMG's audit review and findings included:**

- Fraud risk for management override of controls and fraud risk in revenue recognition: no issues or concerns identified.
- Control deficiencies: no significant deficiencies in internal control over financial reporting identified.
- Special purpose audits for five agreements funded by the government, for which UWGT is the program administrator and/or service provider: no issues or concerns identified.

1. Reaching Home, York Region

Five-year agreement with The Regional Municipality of York:  
ending in FY 23–24

2. Peel Newcomer Strategy Group

Five-year agreement with Canada-IRCC: ending in FY 24–25

3. Annual agreement with Region of Peel

Community Services Recovery Fund with Government of Canada  
(Employment and Social Development Canada): ending in FY 24–25

4. Hydro Settlement Fund

5. Youth Challenge Fund

# FINANCIAL HIGHLIGHTS

UWGT’s commitment to its network of 300 agencies and community partners remained steadfast, bolstered by a strategy to diversify its fundraising channels. With partnerships spanning more than 863 workplaces and engaging more than 2,200 volunteers, as well as the support of corporate and individual donors, UWGT achieved a commendable and sustainable level of financial health and stability in FY 23–24.

Supplemental funding from certain government initiatives and pro-bono contributions — ranging from legal assistance to donated media advertising space — further augmented this remarkable display of generosity. This is particularly noteworthy given the uncertainties of the economic landscape.

Fiscal Year	FY 23-24 \$Millions	FY 22-23 \$Millions	FY 21-22 \$Millions
1. \$\$\$ from Campaign Revenue Activities *	\$121.7	\$125.4	\$126.1
2. \$\$\$ from COVID-19 Pandemic & Emergency Revenue Activities	\$15.5	-	\$5.5
3. \$\$\$ from Government Grants & Other Income	\$16.1	\$9.4	\$10.6
4. \$\$\$ from Investment Activities — Realized & Unrealized Gains	\$8.5	\$3	\$1
Overall Revenue	\$161.8	\$137.8	\$143.2
Overall Distributions & Community Programs **	\$134.9	\$115.2	\$123.3
Operating Surplus	\$5.5	\$3.5	\$0.2
Fundraising Cost-Revenue Ratio	17.3%	15.1%	15.4%

\* \$\$\$ from Campaign revenue activities at \$121.7 million included \$19.5 million of donor-directed designations to other United Ways and charities — a decrease of **(\$2.7 million)** when compared to the previous year, i.e., FY 22–23.

\*\* Overall distributions and community programs at \$134.9 million — FY 22–23 did not include any government emergency funding for community. When comparing to last year’s \$115.2 million in overall distributions and community programs, please refer to the FY 23–24 Audited Financial Statements — Statement of Operations for a detailed breakdown of the year-over-year decrease.

# FY 23–24 RESULTS AND RECENT TRENDS

## Overall Revenue

Overall revenue was at \$153.3 million [items 1, 2 and 3], when excluding UWGT’s activities for its investment portfolio, i.e., \$8.5 million [item 4].

The \$153.3 million for FY 23–24 — when excluding investment activities [Item 4] — compares to the previous year’s total of \$134.8 million. This is an increase of \$18.5 million, driven by:

- [Item 1]: Donor-directed designations to other United Ways and charities — year-over-year decrease of **(\$2.7 million)** and decrease in campaign-revenue of **(\$1 million)**.
- [Item 2]: Government emergency revenue — year-over-year increase of \$15.5 million.
- [Item 3]: Government grants and disbursements — year-over-year increase of \$5.8 million.

The Fundraising Cost-Revenue Ratio (CRR) continued to be low at 17.3%, with continued focus on operational efficiency and achieving UWGT’s objective of being less than 20%.

## Overall Distributions & Community Programs

Total distributions amounted to \$134.9 million, representing an increase from the previous year’s \$115.2 million, driven by one-time investments from the federal emergency program for the Community Services Recovery Fund (CSRF). UWGT’s allocation of funds through the Community Services Sector Strategy to Anchor agencies and Community Program Grants, totaling \$68.6 million, exemplifies United Way’s distinctive approach to fostering stability and flexibility within the network of agencies assisting individuals experiencing or at risk of poverty.

Furthermore, UWGT has deepened its commitment to enhancing investments in Indigenous, Black and other marginalized groups facing structural disadvantages. UWGT will also continue fostering neighborhood-based solutions through partnerships with corporate, government and community sectors at the local level.



## Operating Surplus / (Deficit)

When including UWGT's activities for its investment portfolio, the operating surplus amounted to \$5.5 million — making this the fourth consecutive year of achieving at least a balanced budget. This year's operating surplus enabled UWGT to maintain its working capital and reserves at robust levels. For further details, please refer to the Statement of Operations.

Achieving this financial position has allowed UWGT to commit and confirm community investments of at least \$66.9 million to its network of agencies and community partners for the FY 24–25 (1 April 2024 to 31 March 2025). It also enables UWGT's focus on transformational activities rooted in neighbourhood solutions, to deepen our impact. This is an important strategy and commitment to deliver critical services with continued investments in local neighbourhood solutions in partnership with corporate, government and community sectors.

## Going Forward

Prudent financial management remains a top priority for UWGT, with reserves being upheld at robust levels. These reserves are sufficient to support UWGT's financial commitments to its network of agencies for both the Community Program Grants (three-year funding) and the Anchor Program (five-year funding), while ensuring the ongoing sustainability of its operations.

UWGT has been deemed a going concern for the year ahead, with the levels of working capital and reserves serving as indicators of the organization's financial health and sustainability — especially amid the uncertainties of the macroeconomic environment, inflationary and recessionary pressures, and market volatility.

Refer to our complete Audited Financial Statements, FY 23–24, for more details.

# 2023–24 BOARD AND COMMITTEES

We thank our Board of Trustees and Committee members for their wisdom, commitment and passion to steer our organization in the achievement of our mission.

## Officers of the Corporation

### **Lisa Gonsalves**

Chair, Board of Trustees  
The Regional Municipality of York

### **Mariam Hashmi**

Vice Chair, Community Impact Committee  
Data Strategy and Transformation Leader

### **Nancy McConnell**

Vice Chair, Strategic Development  
Subcommittee  
Google Canada

### **Bruce McCuaig**

Vice Chair, Finance, Audit and Risk  
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(Resigned October 31, 2023)  
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Canadian Race Relations  
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Chair, Community Impact  
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Data Strategy and  
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### **Michelle Johnston**

(Resigned September 22,  
2023). Society of United  
Professionals, IFPTE Local 160

### **Nancy McConnell**

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Toronto Dominion (TD) Bank

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CIBC Capital Markets

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## Community Impact Committee

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Data Strategy and Transformation Leader

**Len Carby\***

IG Wealth Management

**Jean Lam**

Canadian Red Cross

**Wilfred Cheung**

Ontario Health

**Diana Lee**

Toronto Dominion (TD) Bank

**Zakaria Abdulle**

Somali Cultural and Recreation Centre Steering Committee

**Michelle Johnston\***

(Resigned September 22, 2023). Society of United Professionals, IFPTE, Local 160

**Kurankye Sekyi-Otu\***

Capoeira Partners

**Rona Abramovitch**

University of Toronto  
(Professor Emeritus)

**Lubna Khalid**

Working for Change

**Vanita Varma**

Centre for Innovation in Health & Wellness (CIHW),  
Humber College

**Giuliana Carbone**

Former Deputy City Manager,  
City of Toronto

**Arden Krystal**

ArdenKrystal Coaching  
& Consulting

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## Governance and Human Resources Committee

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The Regional Municipality of York

**Mariam Hashmi\***

Data Strategy and Transformation Leader

**Bruce McCuaig\***

AECOM

**Nancy McConnell\***

Google Canada

**Islay McGlynn\***

Corporate Director

\*Indicates that the Committee member also serves on the United Way Greater Toronto Board of Trustees.



## Finance, Audit and Risk Committee

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Chair, Finance, Audit and Risk Committee  
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**Katherine Dudtschak\***

HomeEquity Bank

**Wayne Halenda\***

Independent Consultant

**Chris Hoffmann**

Brompton Corp.

**Julia Moynihan\***

CIBC Capital Markets

**Basima Roshan**

Entro Communications

**Jane Rowe**

(Resigned August 23, 2023)  
Ontario Teachers' Pension Plan

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## Strategic Development Subcommittee

**Nancy McConnell\***

Chair, Strategic Development Subcommittee  
Google Canada

**Rona Abramovitch**

University of Toronto  
(Professor Emeritus)

**Betsey Chung\***

Global Chief Marketing and Digital Officer CFO  
Corporate Director

**Laura Dottori-Attanasio\***

(Resigned October 31, 2023)  
Element Fleet Management

**Mohammed Hashim\***

(Resigned January 24, 2024)  
Canadian Race Relations Foundation

**Ziad Hindo\***

Corporate Director

**Stefphon Nibbs**

(On temporary leave starting May 2024). Community Member

**Dasha Tyrtychnikova**

PortfolioXpressWay (PXW)

\*Indicates that the Committee member also serves on the United Way Greater Toronto Board of Trustees.

## About United Way Greater Toronto

As the largest non-government funder of community services in the GTA, United Way Greater Toronto reinforces a crucial community safety net to support people living in poverty. United Way's network of agencies and initiatives in neighbourhoods across Peel, Toronto and York Region works to ensure that everyone has access to the programs and services they need to thrive. Mobilizing community support, United Way's work is rooted in ground-breaking research, strategic leadership, local advocacy and cross-sectoral partnerships committed to building a more equitable region and lasting solutions to the GTA's greatest challenges.



**WORKING WITH  
COMMUNITIES IN  
PEEL, TORONTO &  
YORK REGION**

Corporate Office:  
26 Wellington St. E. 12th Fl.  
Toronto, ON M5E 1S2  
Tel 416 777 2001  
Fax 416 777 0962  
TTY 1 866 620 2993

Peel Region Office:  
90 Burnhamthorpe Rd. W.  
Suite 1500, PO Box 58  
Mississauga, ON L5B 3C3  
Tel 905 602 3650  
Fax 905 602 3651

York Region Office:  
80F Centurian Dr. Suite 206  
Markham, ON L3R 8C1  
Tel 905 474 9974  
Fax 905 474 0051

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