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

OUR VALUES
Demonstrate trust, integrity, respect, inclusivity and transparency
Energize and inspire volunteerism and volunteer leadership
Endorse innovation, partnerships and collective action
Provide non-partisan leadership
Embrace diversity
2017: ACCELERATING THE PACE OF CHANGE

MESSAGE FROM THE CHAIR AND THE PRESIDENT & CEO

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

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

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

These priorities underpinned and informed our work as we pursue our 10-Year Strategic Directions. We raised the pace of change in response to the acceleration of the drivers shaping the Movement’s work—demographic shifts, digital disruption, changes in charitable giving trends, increased competition, growing inequality in Canadian communities, and increasing human services requirements. We have had to accelerate the development of new and more sophisticated capabilities driving community impact, improved donor engagement and brand experience. Here are a few highlights.

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

MEMBERSHIP ACCOUNTABILITY
All United Way Centraides signed new Membership Agreements and Trademark License Agreements in 2017 and adopted the updated Transparency Accountability and Financial Reporting policy. We also launched the Membership Accountability and Performance Committee, and United Way Centraide Canada co-developed a joint venture with Centraide du Grand Montréal to register and manage the Centraide trademark.

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

BUSINESS INTELLIGENCE
United Way Centraide Canada continued to promote data driven and evidence-based decision making in 2017, providing United Way Centraides with market research at the national level, relevant metrics and key performance indicators. A United Way Centraide Performance Framework and Dashboard was developed as the basis for understanding and monitoring local member and Movement-wide performance and risk. This will serve to strengthen our performance culture as it helps guide areas for capacity building and support our progress towards the Movement’s Strategic Directions.
**DIGITAL TRANSFORMATION**
United Way Centraide Canada worked with United Way Worldwide to engage the Canadian Movement in the expansion of United Way Worldwide’s Digital Services Operating Group and their partnership with Salesforce as they develop a new individual and employee engagement platform called *Salesforce Philanthropy Cloud*. We distributed a digital survey in November to understand where United Way Centraides are in their digital transformation journey, and developed a new modernized online donation platform.

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

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

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

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

Sincerely,

Yuri Fulmer
Board Chair
United Way Centraide Canada

Jacline Nyman
President & CEO
United Way Centraide Canada
1MILLION+

DONORS, STAFF AND VOLUNTEERS HELPED TO CHANGE LIVES IN THEIR COMMUNITIES
United Way Centraide Canada is grateful to the individual donors and outstanding organizations that have made remarkable contributions to support our mission.

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

We thank the following individuals and organizations for their support in 2017:

**$10,000 +**
- Anonymous
- Nadir & Shabin Mohamed

**$1,200 TO $9,999**
- Louise Bellingham
- Jacques Bérubé
- Marlie Burtt
- Brad Cain
- Linda C. Campbell
- James C. Cherry
- Caroline Davis
- Serge Desrochers
- Yuri Fulmer
- Spiro Georgopoulos
- Kelly Harrington
- Dennis Jackson
- Poya Kherghhehpoush
- Kim Lockhart
- Sharon Lupton
- Rob McCulloch
- Lewis Morant
- Bill Morris
- Jacline Nyman
- Louise Powell-McCarthy
- Debra Pozega Osburn
- Carmen Prévost Vierula
- Paul Totten
- Charlotte Wilson
- Acxsys Corporation
- Belair Insurance Company Inc.

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

**NATIONAL MEDIA PARTNERS**
- Asian Television Network
- Bell Media
- National Post
- Rogers
- Shaw Media
- The Globe and Mail
$517+ MILLION RAISED BY UNITED WAY CENTRAIDE TO INVEST IN IMPROVING LIVES LOCALLY
OUR COMMITMENT

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

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

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

United Ways Centraides strive to ensure that donor dollars are invested to maximize community impact. Donating to local United Ways Centraides is one of the best ways to drive lasting and positive change in our communities across the country. Taking an evidence-based approach to investment, leveraging donor gifts with investments from partner organizations, engaging hundreds of thousands of volunteers in support of community work, and soliciting pro-bono services, sponsorships and in-kind donations are just some of the ways we ensure the support of our donors is invested in the most effective manner possible.

United Way Centraide Canada is proud to be a member of Imagine Canada, and to be recognized for its leadership role in the non-profit sector.
2017 FINANCIAL STATEMENTS
The accompanying summary financial statements of United Way Centraide Canada, which comprise the summary statements of financial position as at December 31, 2017 and the summary statements of operations and changes in net assets for the year then ended, and related notes, are derived from the audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, of United Way Centraide Canada as at and for the year ended December 31, 2017.

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

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

MANAGEMENT’S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS
Management is responsible for the preparation of a summary of the audited financial statements on the basis described in note 1.

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

OPINION
In our opinion, the summary financial statements derived from the audited financial statements of United Way Centraide Canada as at and for the year ended December 31, 2017 are a fair summary of those financial statements, in accordance with the basis described in note 1.

KPMG LLP
Chartered Professional Accountants, Licensed Public Accountants
April 5, 2018
# SUMMARY STATEMENT OF FINANCIAL POSITION

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

<table>
<thead>
<tr>
<th>Assets</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>1,006,514</td>
<td>450,872</td>
</tr>
<tr>
<td>Restricted cash and investments</td>
<td>674,852</td>
<td>1,632,543</td>
</tr>
<tr>
<td>Amounts receivable</td>
<td>64,456</td>
<td>96,656</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>1,337</td>
<td>17,789</td>
</tr>
<tr>
<td>Related parties receivable</td>
<td>24,944</td>
<td>87,882</td>
</tr>
<tr>
<td><strong>Total Current assets:</strong></td>
<td>1,772,103</td>
<td>2,285,742</td>
</tr>
<tr>
<td>Tangible capital and intangible assets</td>
<td>214,193</td>
<td>237,238</td>
</tr>
<tr>
<td>Investments</td>
<td>750,000</td>
<td>826,352</td>
</tr>
<tr>
<td>Investments - life insurance</td>
<td>31,849</td>
<td>49,388</td>
</tr>
<tr>
<td><strong>Total Assets:</strong></td>
<td>2,768,145</td>
<td>3,398,720</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>430,312</td>
<td>390,802</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>13,494</td>
<td>–</td>
</tr>
<tr>
<td>Restricted contributions</td>
<td>116,007</td>
<td>1,207,303</td>
</tr>
<tr>
<td>Funds held in trust</td>
<td>100,474</td>
<td>115,702</td>
</tr>
<tr>
<td>Donations payable to related parties</td>
<td>458,371</td>
<td>309,538</td>
</tr>
<tr>
<td><strong>Total Current liabilities:</strong></td>
<td>1,118,658</td>
<td>2,023,345</td>
</tr>
<tr>
<td>Deferred capital contributions</td>
<td>60,122</td>
<td>80,736</td>
</tr>
<tr>
<td>Deferred revenue - life insurance</td>
<td>31,849</td>
<td>49,388</td>
</tr>
<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>1,403,445</td>
<td>1,088,749</td>
</tr>
<tr>
<td>Invested in tangible capital and intangible assets</td>
<td>154,071</td>
<td>156,502</td>
</tr>
<tr>
<td><strong>Total Net assets:</strong></td>
<td>1,557,516</td>
<td>1,245,251</td>
</tr>
</tbody>
</table>

See accompanying notes to summary financial statements.
### SUMMARY STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

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

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

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

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

1. SUMMARY FINANCIAL STATEMENTS: The summary financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, as at and for the year ended December 31, 2017.

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

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

(a) whether information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and

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

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

The complete audited financial statements of the United Way Centraide Canada are available upon request by contacting these organizations.

2. RELATED PARTY
On January 29, 2016, the United Way Centraide Canada Board of Directors resolved to dissolve United Ways of Ontario - Les Centraide de l’Ontario (UWO-CO). In December 2017, as per a disbursement schedule agreed to by the Board, disbursement of the assets of UWO-CO was begun, with $2,345,369 being returned to the participating UWCs, representing 85% of each participant’s proportionate share of the net assets. The final distribution and wind-up is expected to occur in 2018.
5000+
COMMUNITIES SERVED BY UNITED WAYS CENTRAIDES PROVIDING SOLUTIONS TO LOCAL ISSUES
BOARD OF DIRECTORS

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

2ND ROW FROM LEFT TO RIGHT
Yuri Fulmer, Craig Rowe, Serge Desrochers, Ayn Wilcox, John Rogers, Donald Lafleur, Caroline Davis, James Cherry, Marlie Burtt
Missing from photo – Dennis Jackson, Kelly Harrington
OFFICERS
Yuri Fulmer
Chair
Caroline Davis
Vice-Chair
Dennis Jackson
Past-Chair
Serge Desrochers
Treasurer
Jacline Nyman
Secretary of the Board, President & CEO, non-voting member

DIRECTORS
Marlie Burtt
James Cherry
Mojdeh Cox
Ann Divine
Kelly Harrington
Donald Lafleur
Debra Pozega Osburn
John Rogers
Craig Rowe
Carmen Vierula
Ayn Wilcox

STANDING COMMITTEES:
EXECUTIVE COMMITTEE
Yuri Fulmer
Committee Chair
Caroline Davis
Serge Desrochers
Dennis Jackson
Jacline Nyman

FINANCE AND AUDIT COMMITTEE
Serge Desrochers
Committee Chair
Marlie Burtt
Yuri Fulmer
Dennis Jackson
Jacline Nyman
Craig Rowe
Carmen Vierula

GOVERNANCE COMMITTEE
Ayn Wilcox
Committee Chair
Donald Lafleur
Committee Vice-Chair
Caroline Davis
Ann Divine

Yuri Fulmer
Jacline Nyman
Debra Pozega Osburn
John Rogers

NOMINATING COMMITTEE
(sub-committee of the Governance Committee)
Ayn Wilcox
Committee Chair
James Cherry
Mojdeh Cox
Yuri Fulmer
Kelly Harrington
Jacline Nyman

AD-HOC COMMITTEES:
GCWCC REVIEW COMMITTEE
Dennis Jackson
Committee Chair
Rachel Larabie-LeSieur
Caroline Davis
Yuri Fulmer
Jacline Nyman
Michael Allen
United Way Prescott-Russell, Ottawa, Lanark and Renfrew Counties

MEMBERSHIP ACCOUNTABILITY AND PERFORMANCE COMMITTEE
Kingsley Bowles
Committee Chair
Brenda Aynsley
United Way Lower Mainland
Dale Biddell
United Way Simcoe Muskoka
Jean Camerlain
Centraide of Greater Montreal
Lorraine Goddard
United Way Centraide Windsor-Essex County
Marilyn McLaren
United Way Winnipeg
Robert Mitchell
United Way Central Alberta
Sara Napier
United Way Halifax

Yannick Elliott
Centraide of Greater Montreal
Denise Green
United Way Halifax
Michael Herrera
United Way Toronto & York Region
Kim Hunt-Rao
United Way Toronto & York Region
Lucie Lafleur
Centraide Outaouais
Nathalie Lepage
Centraide Outaouais
Michael McKnight
United Way Lower Mainland
Anne Smith
United Way Alberta Capital Region
Karen Williams
United Way Prescott-Russell, Ottawa, Lanark and Renfrew Counties
Karen Williams
United Way Lower Mainland
Jean Camerlain
Centraide of Greater Montreal
Lorraine Goddard
United Way Centraide Windsor-Essex County
Marilyn McLaren
United Way Winnipeg
Robert Mitchell
United Way Central Alberta
Sara Napier
United Way Halifax
OUR TEAM

1ST ROW – LEFT TO RIGHT:
- Poya Kherghehpoush
- Mohammad Aryaie
- Brennan Heath
- Brenda Kelly
- Andrew Strutt
- Louise Bellingham
- Jacques Bérubé

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

2ND ROW – LEFT TO RIGHT:
- Dan Clement
- Evan Clark
- Sharon Lupton
- Dawn Phillips
- Jacline Nyman
- Kim Lockhart
- Daniel Manseau

Bill Morris
- Dave Haanpaa
- Paul Totten

ABSENT:
- Marie-Josée Rosset
### EXECUTIVE TEAM
- **Jacline Nyman**
  President & CEO, and Secretary of the Board
- **Dan Clement**
  Executive Vice-President, Strategy & Transformation
- **Louise Bellingham**
  Vice-President, Communications and Brand Strategy
- **Louise Powell-McCarthy**
  Vice-President, Member Services and Governance
- **Rob McCulloch**
  Vice-President, Fundraising Strategy
- **Paul Totten**
  Chief Operating Officer

### MANAGEMENT TEAM
- **Mohammad Aryaie**
  Manager, Business Intelligence Solutions
- **Jacques Bérubé**
  National Director, Member Services
- **Heather Chew**
  National Director, Communications
- **Evan Clark**
  Manager, Marketing and Communications
- **Nicole Espenant**
  Manager, Marketing and Communications (June 2017)
- **Nicole Fontaine**
  Manager, Governance
- **Brenda Kelly**
  Director, Finance
- **Poya Kherghehpoush**
  National Director, Movement Transformation
- **Kim Lockhart**
  National Director, Community Impact (December 2017)
- **Sharon Lupton**
  National Director, Labour Programs and Services
- **Daniel Manseau**
  Vice-President, Québec
- **Bill Morris**
  National Director, Public Policy & Government Relations
- **Kayt Render**
  Manager, Network Resource Development
- **Ginger Robinson**
  Manager, Governance & Human Resources Administration (November 2017)
- **Andrew Strutt**
  Manager, Member Services & Network Engagement

### OPERATIONS TEAM
- **Dave Haanpaa**
  Executive Assistant & Human Resources Officer
- **Brennan Heath**
  Marketing and Communications Officer
- **Tiffany Narducci**
  Resource Development Officer
- **Dawn Phillips**
  Executive Assistant & Human Resources Officer (March 2018)
- **Marie-Josée Rosset**
  Translator
- **Danielle Sabourin**
  Accounting & Office Administrator
- **Bill Wright**
  Network & Systems Administrator
In 2017, there were 88 United Ways and Centraides operating in Canada, in addition to our national office.

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

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

**MANITOBA**
United Way Brandon & District
United Way Morden and District
United Way Portage Plains
United Way Winkler & District
United Way Winnipeg

**NEW BRUNSWICK**
United Way Centraide Greater Moncton and Southeastern New Brunswick Region
United Way Central New Brunswick / Centraide Région du Centre du Nouveau-Brunswick
United Way Saint John, Kings and Charlotte

**NEWFOUNDLAND & LABRADOR**
United Way Newfoundland & Labrador

**NOVA SCOTIA**
United Way Cape Breton
United Way Colchester County
United Way Cumberland County
United Way Halifax
United Way Lunenburg County
United Way Pictou County

**NWT**
United Way Northwest Territories

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

PEI
United Way Prince Edward Island

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

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

YUKON
United Way Yukon