



United Way  
Centraide  
Canada

# ANNUAL REPORT 2023



A photograph of two women embracing. The woman on the right is smiling with her eyes closed, wearing a green top. The woman on the left is seen from the side, wearing a black top and a gold hoop earring. A large red rectangle is overlaid on the bottom left of the image, containing the table of contents.

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# A force for equitable change during challenging times

## MESSAGE FROM UNITED WAY CENTRAIDE CANADA

As people across Canada and the globe continued to navigate complex challenges in an ever-changing world, the United Way Centraide (UWC) network remained a strong and steadfast force for good in 2023.

Last year, the rapid rise of inflation, the high cost of housing, climate-related disasters, and the lingering and long-term impacts of the pandemic intensified experiences of vulnerability for many people, families, and communities. Nationwide, we have seen historic increases in food bank use, homelessness, substance use, mental health

challenges, and other critical issues that point to a country — and a world — in crisis.

But through it all, as always, United Way Centraides were pillars of support in their communities. From providing direct assistance to people in need to partnering with other local non-profits and charities, our network



— supported every step of the way by United Way Centraide Canada — mobilized with determination and perseverance to improve lives and build stronger communities. Together, our national network of United Way Centraides mobilized over \$600 million to support basic needs through essential community services and rallied collective action to address the challenges of poverty and child and youth development and to build strong communities.

The launch and stewardship of the Government of Canada's Community Services Recovery fund was a major highlight of 2023. Through United Way Centraide Canada's leadership and the participation of our network of UWCs, our movement successfully distributed more than \$100 million in funding to support the transformation, renewal, and resilience of essential community services. The success of this initiative is a powerful testament to the network's crucial role as a unifying force for the sector — and a striking signal that the need for support remains great, both for community service organizations and those they serve.

At United Way Centraide Canada, the year brought renewed focus to our national advocacy efforts, which centred on the key issues of housing, childcare, mental health, and sector strength. And we continued to develop our new labour force strategy to uplift the strength and resilience of community service organizations and the people who work for them — a strategy that received a major infusion of funding from the McConnell Foundation late in the year.

We also launched a refreshed new website that truly brings to life our work, mission, and impact, and we made significant progress toward the realization of our desired future state as the movement's national issues and impact leader — including taking major steps to integrate the principles of diversity, equity, inclusion, and reconciliation in everything we do. In 2023, United Way Centraide Canada also hosted gatherings of our small, mid-size, and major markets in

leadership and learning forums. This set the stage for the preparations currently underway for our 2024 national gathering of the movement, which will create the opportunity to (re)connect, learn, and celebrate the network in June.

In the following pages, we are honoured to share these and other top highlights from another exceptional year — one that brought many new challenges and opportunities to the United Way Centraide network while reaffirming the critical role we are playing in creating an equitable future for all.

We want to take this opportunity to recognize Debra Pozega Osburn, whose term as Chair of United Way Centraide Canada's Board of Directors came to a close in June 2023. On behalf of the entire United Way Centraide Canada community and United Way Centraide network, we thank Debra for her incredible work, guidance, and leadership. Debra continues to support our mission as an invaluable member of the Board in her new role as Past Chair.

To everyone who participated in the United Way Centraide movement in 2023 and beyond, thank you for your leadership, dedication, generosity, and support. None of the progress we're achieving together would be possible without you.



Jason Hatcher  
Chair, Board of Directors



Dan Clement  
President & CEO



# KEY PROGRAMS

In 2023, United Way Centraide Canada and our partners created significant impact for people experiencing vulnerability through key programs like the Community Services Recovery Fund, the Government of Canada Workplace Charitable Campaign, and 211.

## The Community Services Recovery Fund builds the strength and impact of charities and non-profits nationwide

In response to the extraordinary challenges faced by community service organizations during the COVID-19 pandemic and the collective advocacy efforts of United Way Centraide Canada and our coalition partners, in 2021 the Government of Canada announced the creation of the \$400 million Community Services Recovery Fund — a dedicated resource designed to provide urgently needed support to help charities and non-profits stabilize and rebuild in the wake of the pandemic.

In 2022, United Way Centraide Canada was named as a National Funder for the initiative, together with the Canadian Red Cross and Community Foundations of Canada. And in January 2023, our three organizations opened the application process.

With all United Way Centraides participating in this historic initiative, a total of 3,466 applications were received from charities and non-profits in every part of Canada. The amount of funding requested — \$271,454,791 — far exceeded the available funds. By the end of 2023, a total of \$103,467,964 was disbursed to 1,680 projects, the majority of which were focused on program and service innovation and redesign.

The overwhelming response to this opportunity from community service organizations across Canada, and UWCs' ability to successfully disburse funds to charities and non-profits in urgent need of support, speaks to the strength of the United Way Centraide network and the critical ongoing need for organizational capacity building funding within the sector.

**The amount of funding requested by charities and non-profits was 2.6 times more than the amount available for UWCs to distribute.**

**Nearly 1 in 2 applicants to UWCs were funded with an average amount of \$61,588.**

**Organizations funded by UWCs represent diverse sectors, with a focus on the social services, arts and culture, and health sectors.**

**77% of funded organizations had annual revenues of less than \$1.5 million. More than half had annual revenues of less than \$500,000.**

**Top populations served by funded organizations:**

- General population
- People living on low income
- Children aged 0-15

**Most common Sustainable Development Goals underpinning the missions of funded organizations:**

- SDG 3: Good health and well-being
- SDG 10: Reduced inequalities

## Government of Canada's workplace charitable campaign raises more than \$28.8 million to drive change in local communities

United Way Centraide Canada is proud to continue to manage the Government of Canada Workplace Charitable Campaign (GCWCC), the largest workplace charitable campaign in Canada. In 2023, the GCWCC raised more than \$28.8 million to support United Way Centraides, as well as HealthPartners and thousands of other charities nationwide.

Through individual donations and participation in a variety of fundraising events, more than 350,000 public service employees and retirees across 130 federal departments and organizations across Canada make up the GCWCC. We are incredibly grateful to the hundreds of volunteers, tens of thousands of donors, and the dedicated staff of United Way Centraides who contributed to the tremendous success of this campaign in 2023!

## 211 connects more people across Canada with the community resources and supports they need to thrive

**25% increase in calls related to housing and shelter**

**26% increase in calls related to mental health and substance use**

**89% of callers report receiving the help they need from a 211 referral**

**575,000 Canadians call 211 each year to connect with community services**

**1.5 million visitors access 211's online database of local resources annually**

In 2023, 211 — which has the largest national database of community services and government programs in Canada — was there for people across Canada more than ever before.

As community members nationwide grappled with the impacts of wildfires and floods, the rising cost of food and housing, and other critical challenges, the 211 network responded around the clock to help people connect with local services and resources. During the first half of the year alone, calls to 211 related to housing and shelter saw a 25% increase compared to the same period in 2021, while needs related to mental health and substance use increased by 26%.

Last year also brought the national expansion of an innovative new solution to help prevent homelessness through our 211 service, first piloted in 2022 with funding support from Infrastructure Canada's Reaching Home — Community Capacity and Innovation grant stream.

The two-year project, which was piloted in Alberta, Ontario, New Brunswick, and Newfoundland and Labrador, trains 211 navigators on risks related to housing and trauma-informed approaches to working with people experiencing vulnerability. It also supports partner agencies in the community to identify people in need of support and make referrals to 211, prompting 211 navigators to reach out directly to the individuals. In 2023, following a year-one evaluation demonstrating the project's impact on people at risk of or experiencing homelessness, the initiative was expanded to communities nationwide.

**“ This project not only allowed us to try out new ideas, such as Closed Loop Referral, it also gave 211 partners the opportunity to explore innovative approaches. Together, we’re improving services, guiding clients through the navigation process, and strengthening communities.”**

**—Project Partner, Lakehead Social Planning Council/211 Ontario Northern Region**

## **Investing in financial literacy across Canada**

Together with generous funders and in partnership with United Way Centraides nationwide, in 2023 we distributed \$2.8 million to 55 organizations, programs, and services that strive to help people in communities across Canada develop financial literacy skills. This initiative aims to help individuals and families build economic stability and resilience as they work toward a brighter future.







# ADVOCACY

Throughout 2023, we continued stepping forward as a powerful voice calling for enhanced supports for the community services sector and transformative approaches to addressing the needs of people experiencing vulnerability.

## **Advocating for stronger supports for the community services sector and people experiencing vulnerability across Canada**

In submissions to the federal government during consultations for the 2023 and 2024 budgets, we put forward a suite of evidence-based recommendations to strengthen the community services and charitable sector; address the housing crisis and growing rates of homelessness; enhance income security; support the care economy, including an improved funding strategy for childcare; invest in community-based mental health supports; and invest in the evolution and capacity of 211, including augmenting its emergency response and recovery support capabilities.

Included in these submissions was a call for a \$100 million investment over two years into United Way Centraide Canada and our partners' proposal to create a new Caring for Carers: Investing in the Mental Health of Front-Line Community Service Workers program, which we developed to address increasing levels of staff absenteeism, burnout, and mental health challenges among community service workers — a lingering impact of the intense pressures of the pandemic. While not funded, the Caring for Carers proposal laid the groundwork for our shared call for a national community services labour force strategy.

United Way Centraide Canada was pleased to continue our close working relationships with the Coalition of Service Federations in Canada to develop shared positions and leadership in support of building a strong and resilient community services sector. Thanks to YMCA Canada, YWCA Canada, the National Association of Friendship Centres, the Canadian Mental Health Association, BGC Canada, and Big Brothers Big Sisters Canada for their ongoing collaboration and partnership.

## **McConnell Foundation invests \$1.5 million in United Way Centraide Canada's national labour force strategy**

As people and communities continue to face complex economic and social challenges, a resilient and well-resourced community services sector is critical to ensuring needs are met and a more equitable future for all remains in sight. To uplift the strength of the sector, United Way Centraide Canada, with sector partners, will develop a comprehensive national labour force strategy that will increase awareness of the sector's impact, identify key challenges, advance policy and practice solutions, and engage government, community organizations, and funders in its implementation.

In December 2023, we were thrilled to announce a transformational gift of \$1.5 million from the McConnell Foundation to support the development of this crucial strategy over the next three years. With a mission to help build a more resilient, inclusive, and sustainable society, the McConnell Foundation is deeply aligned with the work and priorities of the United Way Centraide network and has invested in numerous initiatives at both the local and national level. We extend our deepest gratitude to the McConnell Foundation for investing in the national community services labour force strategy — a gift that will create impact for generations to come through the strength of Canada's community services sector.



# PROGRESS TOWARDS OUR FUTURE STATE

To ensure the United Way Centraide network is as strong and resilient as it can be, we continued making progress toward our desired future state in 2023.



## Marking major milestones on the road to diversity, equity, inclusion, and reconciliation

2023 brought significant milestones toward the full realization of United Way Centraide Canada's three-year Diversity, Equity, Inclusion, and Indigenous Collaboration (DEI&IC) strategy. The DEI&IC strategy houses several key initiatives to move us forward on our journey, a number of which were implemented in 2023. These included the creation of both the National Indigenous Sharing Circle (NISC) and the Diversity Council, our Portrait of the Movement diversity survey, and the roll out of a new resource from our new employer partner, the Canadian Centre for Diversity and Inclusion (CCDI).

The National Indigenous Sharing Circle serves as a vital platform for dialogue, knowledge exchange, and collaboration, enabling us to deepen our understanding of Indigenous cultures and priorities while facilitating meaningful partnerships with Indigenous stakeholders. Co-chaired by colleagues from United Way of Stormont, Dundas & Glengarry and United Way Central Alberta, the NISC embodies our dedication to fostering dialogue, knowledge exchange, and collaboration within Indigenous communities, ensuring that diverse perspectives are represented and honoured while enriching our collective understanding of Indigenous cultures and priorities.

The Diversity Council, established in 2023 through an application and review process, is comprised of representatives from across the national United Way Centraide network. Its goal is to provide advice and guidance to United Way Centraide Canada's leadership team on the implementation of the DEI & IC strategy.

In another key milestone, United Way Centraide Canada collaborated with an expert consultant, Dignii, to introduce a new survey tool to

our network: the Portrait of the Movement. This survey represents a pivotal step in our commitment to advancing diversity, equity, and inclusion across our network and within the communities we serve. By collecting census style demographic data from UWCs, the Portrait of the Movement empowers us to assess the current state of diversity within our network, identify areas for improvement, and track progress over time.

We also announced a new membership benefit in 2023 from the Canadian Centre for Diversity and Inclusion, a recognized leader in DEI initiatives and an employer partner of United Way Centraide Canada. Through this partnership, our members gain exclusive access to a wealth of tools, training modules, and best practices developed by CCDI.

## Empowering the network with a new Constituent Relationship Management system

In 2023, we made significant progress toward operationalizing and scaling a new constituent relationship management (CRM) system that was developed in 2022. With the release of version 1.5, this new platform is available to UWCs seeking to adopt new tools and resources to support relationship management, donor insights, analytics, reporting, and dashboards, as well as greater efficiency in overall business operations. United Way Centraide Canada looks forward to working with additional UWCs in the months ahead to strengthen the capacity of the network.

We extend our deepest gratitude to the project team for overseeing the success of this critical initiative, including representatives from United Way Centraide Canada and the participating United Way Centraides from across Canada, as well as our consulting partner, Deloitte.





# PARTNERSHIPS

In 2023, we were proud to partner with organizations like Canadian Labour Congress that share our mission to advance positive change for people and communities nationwide.

## Raising awareness of period poverty alongside our labour partners

In 2023, United Way Centraide Canada continued to grow and nurture our long-standing partnership with the Canadian Labour Congress. Since 1988, our two organizations have been working together to strengthen local communities across Canada. Our partnership developed around a common interest and shared vision: empowering prosperous, inclusive, diverse, and respectful communities, with a wide range of social and public services that are accessible, universal, and of the highest quality.

Through our partnership program, Labour Programs and Services, we worked together once again to raise awareness of period poverty nationwide and collect menstrual products to help address inequities in access to menstrual health supports in our communities. Last year, United Way Centraides and local Labour Councils in 22 communities hosted Tampon Tuesday events and product drives, collecting hundreds of thousands of menstrual products and distributing them to people in need through frontline agencies.

## Unique funder collaboration

In 2023, we were proud to continue our partnership with the Canadian Red Cross and Community Foundations of Canada as the Community Services Recovery Fund was implemented. This unique collaboration involved the three funders of CSRF working step by step through the development and roll out of the program, ensuring alignment wherever possible. Each organization benefited from the partnership through the depth of collective knowledge and through access to additional resources as each took on roles based on organizational strengths and expertise.



## Special Thanks to 2023 United Way Centraide Supporters

United Way Centraide Canada is grateful to our generous individual donors and organizations for their support of our mission. By investing in our work, our donors help to amplify our national voice on social issues, provide leadership and support for United Way Centraides across the country, and create opportunities for a better life for everyone in our communities.

### \$10,000+

1Password  
Candace Shaw  
Caterpillar Foundation Fund  
GE Aviation  
Reid Senga  
The Estate of Anna Salnikova  
Yuri Fulmer

### \$1,200+

Adam Smith  
Alnoor Allidina  
Angela Chung  
Apply Digital  
Barbara Wernick  
Bell Partners Inc.  
Boston Consulting Group  
Canada ULC  
Canada Post  
Canadian Association  
for Marriage and Family  
Therapy  
Canadian Internet  
Registration Authority (CIRA)  
Carol Fryer  
Cattran Family  
Charles Nicolle  
Christina Skublics  
Dan Clement  
Ellen Hodnett

Evergreen Agar Foundation  
Ian Ives  
Innomar Strategies  
Iola Price  
Jacques Bérubé  
Janet Elizabeth McEwen  
Jason Hatcher  
Jodi Rose  
John Rogers  
Judy Shum  
Karen Macdonald  
Kavian Moradhassell  
Kyle Lane  
Louise Powell-McCarthy  
Love & Light Mercy Fund at  
Calgary Foundation.  
Mahmoud Torabi  
Martin Huard  
Melicent Lavers-Sailly  
Mindy Smith  
Pauline Tardif  
Pierre Baraby  
Poya Kherghehpoush  
Rentokil Terminix North  
America  
Ross and Ardath Francis  
Charitable Foundation  
Rudy Kerklaan  
Sagard Holdings  
Schneider Electric

Foundation  
Serena Trentini  
Tene Knibbs  
The Canadian Labour  
Congress  
The Estate of Gary John  
Fousert  
The Estate of Muriel Mabel  
Whiting  
The Jacobo and Estela Klip  
Fund  
Will Thornburrow  
Williams-Leir Foundation  
Wynward Insurance Group  
Yang Zhou

### NATIONAL MEDIA PARTNERS

The Globe and Mail  
National Post





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

To the Members of United Way Centraide Canada

### OPINION

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

- the summary statement of financial position as at December 31, 2023
- the summary statement of operations and changes in net assets for the year then ended
- and related notes

are derived from the audited financial statements of the Entity as at and for the year ended December 31, 2023 (the "audited financial statements").

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

### SUMMARY FINANCIAL STATEMENTS

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

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

### MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

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

### AUDITOR'S RESPONSIBILITY

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

Chartered Professional Accountants, Licensed Public Accountants  
Ottawa, Canada

April 16, 2024



# Summary Statement of Financial Position

As at December 31, 2023, with comparative information for 2022

## United Way Centraide Canada

	2023	2022
<b>ASSETS</b>		
<b>Current assets:</b>		
Cash and cash equivalents	\$ 876,480	\$ 1,452,542
Restricted cash and cash equivalents	721,412	3,669,120
Restricted Government funds and cash equivalents	782,240	598,630
Short-term investments	3,750,000	115,446,910
Amounts receivable	125,161	554,852
Prepaid expenses	307,698	165,549
Related parties' receivable	236,051	344,333
	6,799,042	122,231,936
Tangible capital and intangible assets	84,016	102,344
Long-term prepaid expenses	15,367	20,259
Long-term investments	2,347,718	3,174,364
Investments - life insurance	15,426	12,319
	\$ 9,261,569	\$ 125,541,222
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued liabilities	\$ 334,971	\$ 776,958
Accounts payable – contributions from Government	41,710	10,048
Deferred revenue	216,015	24,581
Current portion of deferred lease inducement	6,400	6,400
Restricted contributions and donations	682,509	3,331,588
Funds held in trust	35,536	58,219
Donations payable to related parties	44	200,306
Restricted contributions – Government of Canada funding	740,530	114,049,316
	2,057,715	118,457,416
Deferred lease inducement	49,600	56,000
Deferred revenue - life insurance	15,426	12,319
	2,122,741	118,525,735
<b>Net assets:</b>		
Unrestricted	2,809,797	2,246,465
Invested in tangible capital and intangible assets	84,016	102,344
Internally restricted – Strategic Initiatives	2,913,375	3,346,192
Internally restricted – Ongoing Commitments	331,640	320,486
Internally restricted – Dues Impact Reserve	1,000,000	1,000,000
	7,138,828	7,015,487
	\$ 9,261,569	\$ 125,541,222

See accompanying notes to summary financial statements.

# Summary Statement of Operations and Changes in Net Assets

For the year ended December 31, 2023, with comparative information for 2022

## United Way Centraide Canada

	2023	2022
<b>REVENUE:</b>		
Donations	\$ 702,862	\$ 1,076,181
Fees and contributions	1,599,373	2,393,511
Investment and interest income	1,571,063	783,219
Realized loss on disposition of investments	(66,856)	(2,834)
Unrealized gain (loss) on investments	128,127	(276,244)
Membership dues	4,845,085	4,906,409
Other revenue	481,520	117,576
Amortization of deferred lease inducement	6,400	1,600
Relief and recovery funding - Government of Canada COVID-19	2,957,624	113,619,241
Funding allocated to Restricted contributions - Government of Canada funding	113,247,448	(114,049,316)
	125,472,646	8,569,343
<b>EXPENSES:</b>		
Amortization of tangible capital and intangible assets	38,316	35,337
Bank charges and interest	5,765	6,750
Conferences, meetings and travel	453,750	412,572
Insurance	24,193	20,840
Investment portfolio management fees	17,831	19,011
Marketing	14,442	4,601
Membership and publications	607,712	615,791
Office	57,175	39,625
Other services	427,070	53,190
Photocopying and printing	74,612	51,732
Postage and courier	73,067	63,159
Professional and consulting fees	1,239,005	821,009
Program funding distribution	422,300	299,688
Recovery funding - distributions of Government of Canada funding	115,744,271	–
Rent and occupancy	207,124	219,239
Salaries and employee benefits	4,777,289	3,995,299
Subsidies	75,846	–
Technology and telecommunications	1,089,537	1,292,107
	125,349,305	7,949,950
Excess of revenue over expenses	123,341	619,393
Net assets, beginning of year	7,015,487	6,396,094
Net assets, end of year	\$ 7,138,828	\$ 7,015,487

See accompanying notes to summary financial statements.

# United Way Centraide Canada

## Notes to Summary Financial Statements

Year ended December 31, 2023

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, 2023.

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.

A photograph of a group of people in a garden or park setting. In the foreground, a woman with red hair and a woman with dark hair are smiling and looking at each other. In the background, two other people are visible, one holding a clipboard. The scene is outdoors with trees and greenery. A large red rectangular overlay covers the bottom half of the image, containing the text 'ABOUT US' in white, bold, sans-serif capital letters.

# ABOUT US



## Purpose

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

## Vision

We want everyone in every community to have opportunities to reach their full potential.

## Mission

We work to empower everyone to improve lives and build strong communities.

## Values

In everything we do, we are guided by our core values of trust, integrity, respect, inclusivity, and transparency.



## 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.

United Way Centraides strive to ensure that donor dollars are invested to maximize community impact. Donating to United Way Centraides is one of the best ways to drive lasting and positive change in our communities across the country. Taking an evidence-based approach to investment, leveraging donor gifts with investments from partner organizations, engaging hundreds of thousands of volunteers in support of community work, and soliciting pro-bono services, sponsorships, and in-kind donations are just some of the ways we ensure your donation 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. Read our [Donor Bill of Rights](#) to learn more about our commitment to transparency and accountability.





## Our Commitment to Diversity, Equity, and Inclusion

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

We will do this by:

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

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**Continuously learning and unlearning as individuals and organizations**

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

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

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



## Our Commitment to Reconciliation between Indigenous and Non-Indigenous Peoples

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

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

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

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

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

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







# OUR NETWORK

In 2023, 69 United Way Centraides supported communities across Canada.

## **ALBERTA**

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

## **BRITISH COLUMBIA**

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

## **MANITOBA**

United Way Brandon & District  
United Way Central Plains  
United Way Pembina Valley  
United Way Winnipeg

## **NEW BRUNSWICK**

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

## **NEWFOUNDLAND AND LABRADOR**

United Way Newfoundland & Labrador

## **NORTHWEST TERRITORIES**

United Way Northwest Territories

## **NOVA SCOTIA**

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

## **ONTARIO**

United Way Brant  
United Way Bruce Grey  
United Way Centraide North East Ontario/Nord-est de l'Ontario  
United Way Centraide Stormont, Dundas & Glengarry  
United Way Centraide Windsor-Essex County  
United Way Chatham-Kent  
United Way City of Kawartha Lakes  
United Way Durham Region  
United Way East Ontario  
United Way Elgin- Middlesex  
United Way Greater Toronto  
United Way Guelph Wellington Dufferin  
United Way Haldimand and Norfolk  
United Way Halton & Hamilton  
United Way Hastings & Prince Edward  
United Way Kingston, Frontenac, Lennox and Addington

United Way Leeds & Grenville  
United Way Niagara  
United Way Northumberland  
United Way Oxford  
United Way Perth-Huron  
United Way Peterborough & District  
United Way Sarnia-Lambton  
United Way Sault Ste. Marie & Algoma District  
United Way Simcoe Muskoka  
United Way Thunder Bay  
United Way Waterloo Region Communities

## **PRINCE EDWARD ISLAND**

United Way Prince Edward Island

## **QUÉBEC**

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

## **SASKATCHEWAN**

United Way Estevan  
United Way Regina  
United Way Saskatoon & Area

## **YUKON**

United Way Yukon



# OUR TEAM

# Board of Directors

## OFFICERS

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

## DIRECTORS

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

## EXECUTIVE COMMITTEE

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

## FINANCE AND AUDIT COMMITTEE

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

## GOVERNANCE COMMITTEE

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

## MEMBERSHIP ACCOUNTABILITY AND PERFORMANCE COMMITTEE

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

## NOMINATIONS COMMITTEE

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

## INDIGENOUS RELATIONS AND RECONCILIATION COMMITTEE (AD HOC)

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



# Staff

## EXECUTIVE TEAM

Dan Clement, President & CEO

Poya Kherghehpoush, Vice President, Strategy and Transformation

Debra Shime, Vice President, Community Initiatives

Pauline Tardif, Vice President, Fundraising & Partnerships

Paul Totten, Chief Operating Officer

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

## STAFF

Moe Aryaie, National Director, Insights & Performance

Amalie Ascanius, Coordinator, Governance and Networks

Rodrigo Barreda, Senior Manager Design

Wissal Benali, Solutions Consultant, Business Technology Solutions

Jacques Bérubé, National Director, Member Standards & Engagement

Elnaz Borandeh, Senior Manager, Brand & Digital

Katelyn Boros, Digital Marketing and Communications Officer

Goldwine Brizard, Coordinator, Community Initiatives

Boxin Cao, Data Insights Analyst

Betsy Chaly, National Director, Marketing and Communications

Ilunga Christian Kanonga, Campaign Administrator, GCWCC

Evan Clark, Senior Manager, GCWCC

Anisa El-Amin, Data Insights Manager

Saron Fanel, Digital Marketing & Communications Officer

Christina Franc, National Director, GCWCC

Eric Friesen, Product Owner, Business Technology Solutions

Lynda Giffen, National Director, Member Development

Paul Goubko, Senior Manager, GCWCC

Dave Haanpaa, Senior Manager, Governance & Operations

Nobuchika Iwasaki, Technical Consultant

Link Kabadyundi, Communications Manager

Maggie Karpilovski, National Director, Insights & Performance

Brenda Kelly, National Director, Finance & HR

Adam Khan, Administrative Assistant, Community Initiatives

Anita Khanna, National Director, Public Policy and Government Relations

Andrew Lamothe, Junior Programmer

Andréa Landriault, Manager, Membership & Standards

Marie Lecourt, Manager Communications & Marketing, GCWCC

Sharon Lupton, National Director, Labour Programs and Services

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

Tiffany Narducci, Resource Development Manager

Paulina O'Connor, Director, Finance

Émilie Patry, Campaign Administrator, GCWCC

Megan Radford, Communications Manager

Kayt Render, National Director, Community Impact

Marie-Josée Rosset, Translator

Renée Seguin, Administrative Officer

Judy Shum, National Director, 211 and Community Partnerships

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

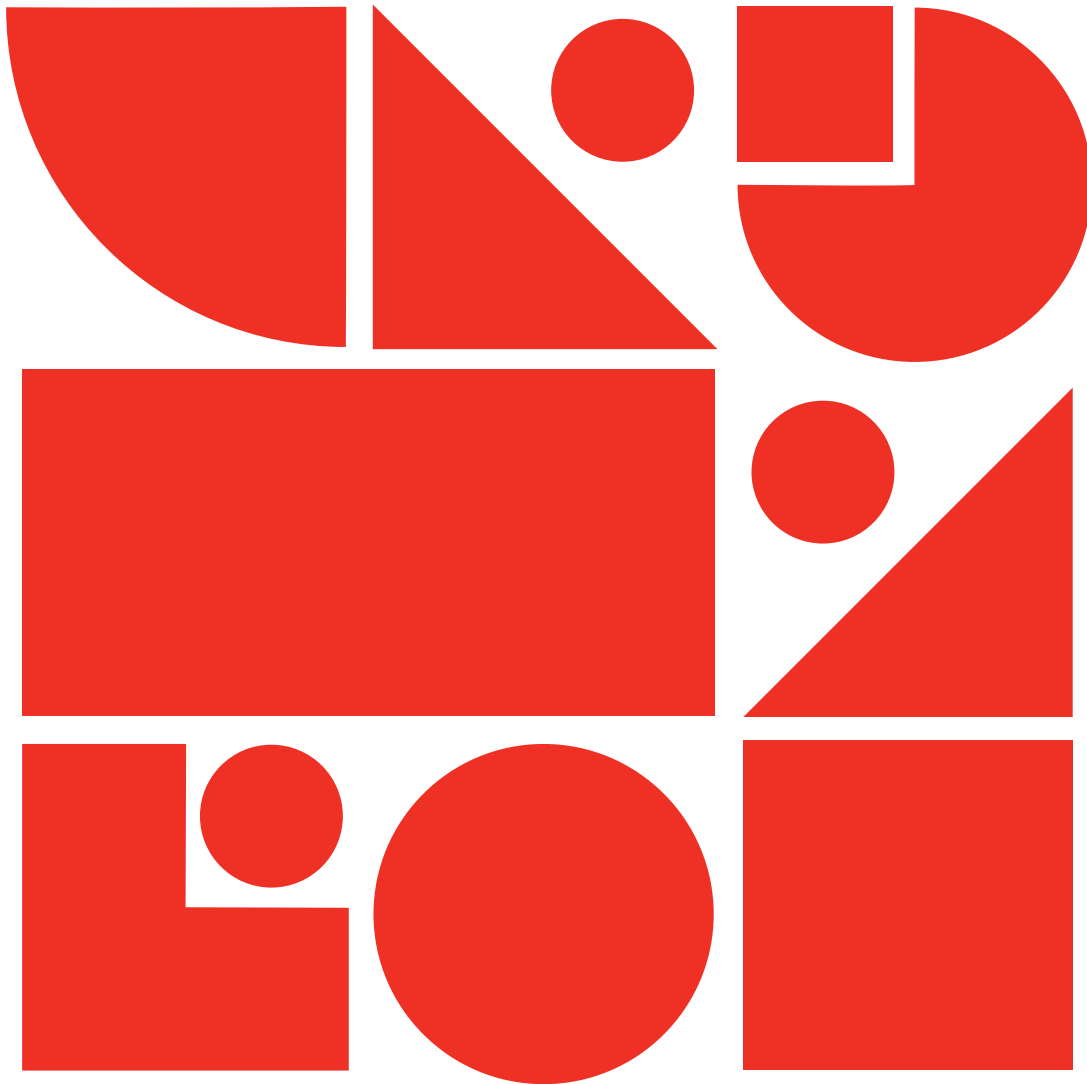
Thabata Sousa, Accounting Administrator

Heather Stewart, Executive Assistant

Thomas Vaculik, Product Owner, Business Technology Solutions

Mimi Wong, Program Manager, Business Technology Solutions

Bill Wright, Network & Systems Administrator



**United Way**  
**Centraide**  
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