



United Way  
Centraide  
Canada

# Annual Report 2024





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MESSAGE FROM  
UNITED WAY CENTRAIDE CANADA

# An unwavering voice for social change and thriving communities

As we reflect on 2024, the world is continuing to change all around us – day by day and often moment by moment.

What has not changed – and will never change – is United Way Centraide's (UWC's) fierce commitment to being there for everyone, and every community, in Canada. In tumultuous and unpredictable times like those we're living now, our collective role has never been more crucial – and our collective voice has never been louder.



Because when people need us, we're there. And people need us now more than ever.

Last year brought continued challenges to people and communities across the country. The rising cost of housing, food, and daily life led to skyrocketing rates of poverty, homelessness, and food bank usage. The mental health crisis already impacting people nationwide only deepened as economic and social stresses added up.

Rather than bringing relief, the new year compounded these difficult circumstances as new threats emerged in the form of a volatile political and trade landscape.

Nevertheless, these challenges have shown the strength of our Canadian values. We have been reminded that Canada is a proud and caring country – a country of abundance, diversity, talent, and creativity. A place where people support one another and believe in working together to advance the common good. These values are woven into our social contract and while under pressure, are fundamental to ensuring that people, families and communities can thrive.

Coming on the heels of the COVID-19 pandemic, it's simply too much for any of us to handle alone. Luckily, the United Way Centraide network is here.

In communities across the country, United Way Centraides collectively mobilized almost \$600m to support over 3,800 essential community service organizations, respond to regional disasters and wildfires, and connect people with the supports and services they need, fund and advocate for local community service organizations, and build stronger, more resilient communities.

And at United Way Centraide Canada (UWCC), we remain relentless in our mission to uplift the success, reach, and

impact of the entire network of United Way Centraides. In the pages that follow, we are proud to highlight our key actions, updates, and progress from 2024 – a year that saw our network come together for positive social change with greater focus and determination than ever before.

This incredible unity was on full display at our 2024 National Conference in Ottawa, which brought together more than 400 representatives from United Way Centraides across Canada to connect, celebrate, share knowledge, and recommit to our shared mission.

In 2024 United Way Centraide Canada successfully concluded our stewardship of the Pandemic Community Services Recovery program. We also launched our leadership and collaboration with sector partners to advance a labour force strategy for the community services sector. We also set out on a journey of renewal to develop and launch a new strategic plan to guide the leadership of United Way Centraide Canada from 2025 – 2030. Guided by the input of United Way Centraides and partners and set to launch in 2025, this plan will focus on key imperatives to drive growth, a powerful voice for social impact, a thriving United Way Centraide network and a connected community of leaders. As we continue to move forward as a strong, focused, and united Movement, we remain deeply grateful to our extraordinary community of donors, partners, volunteers, stakeholders, and champions. Our work as a force for social change is only possible when we're all in it together.

To everyone involved with United Way Centraide, from coast to coast to coast – thank you.

**Dan Clement**  
President & CEO

**Jason Hatcher**  
Chair, Board of Directors



# Key Programs

From the success of the Community Services Recovery Fund to the incredible impact of the Government of Canada Workplace Charitable Campaign and 211, 2024 saw our key programs continue to deliver transformative change for people right across Canada.





## KEY PROGRAMS

# Taking stock of the transformative impact of the Community Services Recovery Fund

In December 2024, the United Way Centraide network marked the conclusion of the Community Services Recovery Fund (CSRF) – a \$400 million investment by the Government of Canada to help community service organizations adapt, recover, and strengthen their services in the wake of COVID-19.

CSRF was created in direct response to United Way Centraide Canada's relentless advocacy efforts on behalf of Canada's community service organizations. In November 2022, we were named as a National Funder of this initiative along with the Canadian Red Cross and Community Foundations of Canada.

In total, an incredible 15,233 applications for funding were received by all three partners through the provincial and national streams, representing nearly \$1.4 billion in requested funds. United Way Centraide Canada received 3,466 of these applications and, with 2.6 times more funding requested than was available, funded 1,683 projects in every province and territory of Canada.

Nearly 100% of all funding recipients shared that CSRF enabled them to adopt new tools and approaches,

modernize their operations, and become more resilient in the face of future challenges. Over the past year, we have been proud to showcase the human impact of this historic initiative.

CSRF helped Umoja Operation Compassion Society in Surrey, BC [modernize its facilities](#) to better serve individuals, families, and children.

In Ottawa, ON, CSRF funding enabled the Rideau Rockcliffe Community Resource Centre [to adapt its innovative food security initiatives](#) to be more nimble, accessible, and responsive to the diverse needs of those it serves.

And in New Brunswick, the team at Autisme Péninsule acadienne – a non-profit supporting people with autism – [redesigned the organization's main website](#) to enhance access to its wide range of supports and services.

These and other inspiring stories of change can be [found on United Way Centraide Canada's website](#).





KEY PROGRAMS

# Nearly \$28 million raised by the Government of Canada Workplace Charitable Campaign

In 2024, more than 52,000 donors raised an incredible \$27.7 million through the Government of Canada Workplace Charitable Campaign (GCWCC) – the largest workplace charitable campaign in Canada. Of this total, nearly \$4 million was raised by federal public service retirees alone.

United Way Centraide Canada is proud to continue to manage this impactful campaign. All funds directly support United Way Centraides, HealthPartners, and thousands of other charities across the country.

Thank you to the hundreds of volunteers, thousands of donors, and dedicated staff of United Way Centraides in communities across Canada who supported the success of GCWCC in 2024!



## KEY PROGRAMS



### Connecting people across Canada with essential government and community services

Throughout 2024, 211 – a free, confidential service that provides everyone in Canada with easy access to information about essential government and community services – continued to be a trusted resource for people seeking guidance, support, and connection.

Overall, the service responded to 620,000 contacts with 211 by phone, text, chat, and email, and four million visits were made to the 211 online database of local resources in 2024.

Together with our partners and network, 211 played a vital role in helping community members navigate a wide range of challenges and crises last year – from housing insecurity to mental health needs, food access to support in the wake of natural disasters.

In Alberta, United Way Alberta Capital Region and 211 Alberta worked together to help people impacted by

the Jasper wildfires find shelter, food, clothing, and financial assistance.

And through new and growing partnerships with Service Canada and the Canadian Human Rights Commission, we are adding even more resources to the 211 database and raising awareness of this critical service.

As a proud founding partner of 211, United Way Centraide Canada supports the strength and growth of 211 by connecting the service with new partners, sharing knowledge and insights, and advocating for continued investments in 211 from all levels of government.

“The best description that I have heard over the years is that 211 is essentially air traffic control for human services.

– 211 Navigator



# Progress towards our Future State

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In 2024, we continued to focus on ensuring the entire United Way Centraide Movement is strong, resilient, and prepared for anything that comes our way.





PROGRESS TOWARDS OUR FUTURE STATE

## Advancing Diversity, Equity, Inclusion, and Indigenous Collaboration across the network

Throughout 2024, we continued to implement United Way Centraide Canada's three-year Diversity, Equity, Inclusion, and Indigenous Collaboration (DEI&IC) strategy .

Marking the first full year of the Diversity Council and the National Indigenous Sharing Circle, we deepened our focus on identifying opportunities to ensure a diverse and thriving Movement.

Comprised of key representatives from across the United Way Centraide network, the Diversity Council provides advice and guidance to United Way Centraide Canada's leadership team on the implementation of the DEI&IC strategy, while the National Indigenous Sharing Circle – which is co-chaired by United Way Centraide network colleagues – serves

as a vital platform for dialogue, knowledge exchange, and collaboration within Indigenous communities. We are deeply grateful to all members of the Diversity Council and National Indigenous Sharing Circle for their leadership and dedication.

This work continues to be supported by the outcomes of our first-ever Portrait of the Movement survey, which was launched in 2024 to collect census-style demographic data from United Way Centraides nationwide. The findings from this survey, developed in collaboration with consultant Dignii, are helping us better understand the current state of diversity within the network, identify gaps, make adjustments, and track progress over time.





# Leveraging the power of data to showcase impact and target support

Data is a powerful tool that helps us understand the needs of people in Canada, identify gaps in supports and services, and target investments to strengthen communities nationwide.

That’s why we undertook a major project in 2024 to collect national investment data from across the United Way Centraide network – a major collaboration with United Way Centraides to demonstrate our collective impact.

With significant participation and collective contributions from all United Way Centraides, over 6,000 investment and impact reports were collected. United Way Centraide Canada then analyzed the data from these records to determine total investment amounts related to key issues, gather insights into how funding is deployed, and understand where United Way Centraides are focusing their efforts.

We also used this information to develop a powerful storytelling strategy rooted in impact data. This included the creation of key messages on a range of topics to highlight the meaning behind the work we do, from the high-level national impact of the United Way Centraide network to specific priority issues affecting people and communities.

## 2024 DATA HIGHLIGHTS

As a national network of local community experts, United Way Centraide aims to empower everyone to improve lives and build strong communities.



United Way Centraides mobilize over \$600 million annually to help support the needs of over eight million people within 5,000 communities across Canada.

We serve those experiencing vulnerability by addressing challenges like poverty, mental health, social isolation, homelessness, and food insecurity.

Over \$38 million was invested in housing and shelter programs across the country, helping 379,000 people experiencing or at risk of homelessness access housing-specific support.

To strengthen food security across Canada, United Way Centraides invested \$29 million to help 1.6 million people access nutritious food



PROGRESS TOWARDS OUR FUTURE STATE

## Building a stronger, more unified network

The past year brought transformation and renewed strength to three distinct regions of the United Way Centraide network.

On July 1, 2024, seven United Way Centraides across the Maritimes unified into a single entity known as United Way Maritimes. This new organization serves Central and Southwestern New Brunswick, Prince Edward Island, and Mainland Nova Scotia.

That same day in Ontario, United Way Windsor-Essex and United Way Chatham-Kent officially joined forces to become United Way Centraide Windsor-Essex Chatham-Kent. By combining strengths, the new organization is ideally positioned to create even greater impact across the region.

And in British Columbia, United Way Southern Vancouver Island amalgamated with United Way British Columbia on February 1, 2025. This merger officially brings all of the province's formerly separate United Way Centraide entities together as a single organization serving people in every part of British Columbia.

In all three regions, these changes will create a more efficient, unified approach to addressing immediate community needs and tackling the complex social issues at the root of those needs.

“Combining our strengths is important when addressing the unique challenges and needs in each community. As a unified organization, we are better equipped to strengthen the vital connections that build healthy, caring, and inclusive communities.”

— **Michael McKnight**  
President and CEO  
UNITED WAY BRITISH COLUMBIA



# Advocacy

United Way Centraide Canada plays a leading role nationally in advancing policy for the community services sector. This year, we were pleased to take our Labour Force Strategy to the next phase of planning with support from McConnell Foundation.





ADVOCACY

# Igniting progress toward a national Labour Force Strategy

In 2023, United Way Centraide Canada secured a grant of \$1.5 million from the McConnell Foundation to develop a comprehensive Labour Force Strategy.

Focused on uplifting and protecting the well-being of paid workers in the care economy within the community services sector, this strategy is bringing together a diverse coalition of leaders, partners, and funders to develop a clear policy and communications agenda. Solutions will call on all levels of government, as well as foundations and the organizations that fund or employ these workers, to take action.

2024 marked our first full year leading this strategy. With a focus on research, learning, and partnership development, key highlights from the year included collaborating with diverse sector partners from across Canada; representing the community services sector at a pre-budget roundtable on affordability at the invitation of former Deputy Prime Minister and Minister of Finance Chrystia Freeland; and contributing to pre-budget recommendations that call on the federal government to support a sector labour force strategy.

**Building sector insights**

We also partnered with Future of Good – a digital media and learning organization focused on social impact – to develop and launch the Changemaker Wellbeing Index. This first-of-its-kind, sector-wide intelligence report provides disaggregated data and actionable insights about the lived experiences of people working in the charitable and community services sectors. It aims to empower organizations to foster stronger teams and a brighter future for social impact in Canada.

In 2025, the team is focused on prioritizing action and activating partners, building the infrastructure to support the implementation of the strategy, and bringing the federal government to the table as a partner.





# Partnerships

We continued to work closely with committed partners like the Canadian Labour Congress to ignite social change for people across Canada.





PARTNERSHIPS

# UWCC and the Canadian Labour Congress renew national partnership agreement

In June 2024, United Way Centraide Canada was pleased to announce the signing of a renewed national partnership agreement with long-time partner the Canadian Labour Congress (CLC). Since 1988, our two organizations have worked closely together to advance a shared vision of a Canada where everyone in every community has the opportunity to reach their full potential.

Through a consultation and joint review process, United Way Centraide Canada and CLC confirmed broad and strong support for renewing and refreshing our agreement.

The review process also showed that working together on pressing social issues has been very impactful in communities, and there has been robust and active labour engagement in United Way Centraide Canada’s governance across the network. This includes 100% governance participation and investment in our partnership program, Labour Programs and Services (LPS), across the network’s major and midsize markets – representing a significant majority of United Way Centraides. LPS aims to improve workers’ lives and address social issues faced by working people through advocacy, training, community support, access to a wide range of services, and more.

# Advocating for an end to period poverty

Through United Way Centraide Canada and CLC’s partnership program, LPS, our two organizations once again worked together to raise awareness of and advocate for an end to period poverty nationwide.

As part of these efforts, United Way Centraides and local Labour Councils in more than 40 communities across Canada hosted Tampon Tuesday or Period Promise events and product drives, collecting hundreds of thousands of menstrual products and distributing them to people in need through frontline agencies.





PARTNERSHIPS

# Thank You to Our Supporters!

United Way Centraide Canada is deeply grateful to the many generous individuals, foundations, and organizations that supported our work and mission in 2024. Every donor and supporter plays a critical role in uplifting our leadership on behalf of the United Way Centraide network, amplifying our voice on key social issues, and building stronger, thriving communities.

We extend our heartfelt gratitude to the generous donors who have chosen to give anonymously. Your support makes a meaningful impact, helping us advance our mission and create lasting change. While your names remain private, your contributions are deeply valued and appreciated.

**\$300,000+**

TC Transcontinental - raddar<sup>TC</sup>

**\$100,000-\$299,999**

The Estate of Robert Louis Aaroe

**\$50,000-\$99,999**

Fidelity Investments Canada ULC

**\$10,000-\$49,999**

5 Corners Productions Inc.

Anonymous

Apartments.com

First National Financial LP

Greatway Financial Inc.

Harold Micay

National Post

PPI Management Inc.

The Estate of Mable Irene Moss

The Globe and Mail

**\$1,200-\$9,999**

Allison Mudge

Anonymous

Ashley Rohan Kotian

Canada Post

Canadian Labour Congress

Candace Shaw

Caroline Turcotte

Cattran Family

Christine Hanlon

Christine Morrison

Daniel Clement

Ellen Hodnett

Gowan Consulting

Helen Cook

Ian Ives

Jason Hatcher

John Rogers

Karen Macdonald

Kavian Moradhassel

Kevin Laven

Lee Valley Tools Ltd.

Lison Noblet

Louise Powell-McCarthy

Love & Light Mercy Fund at Calgary Foundation

Lynda Ehrlich

Matthew Coakeley

Michel Ziakovic

Monique Metivier

Pauline Tardif

Peter Fraenkel

Peter Rabuano

Pierre Baraby

Rudy Kerklaan

Sagard Holdings

Serena Trentini

Stephen Ireland

Tene Knibbs

The Estate of Ellen Kates

The Minto Foundation

Trillium Credit Card Trust

Will Thornburrow

Williams-Leir Foundation



# Summary Statement of Financial Position

As at December 31, 2024, with comparative information for 2023

UNITED WAY CENTRAIDE CANADA

Assets	2024	2023
Current assets:		
Cash and cash equivalents	\$1,595,031	\$876,480
Restricted cash and cash equivalents	739,710	721,412
Restricted Government funds and cash equivalents	6,006	782,240
Short-term investments	3,687,500	3,750,000
Amounts receivable	123,706	125,161
Prepaid expenses	164,415	307,698
Related parties’ receivable	347,055	236,051
	6,663,423	6,799,042
Tangible capital and intangible assets	106,345	84,016
Long-term prepaid expenses	4,937	15,367
Long-term investments	2,532,364	2,347,718
Investments - life insurance	17,067	15,426
	\$9,324,136	\$9,261,569

Liabilities and Net Assets	2024	2023
Current liabilities:		
Accounts payable and accrued liabilities	\$388,849	\$334,971
Accounts payable - contributions from Government	-	41,710
Deferred revenue	233,680	216,015
Current portion of deferred lease inducement	6,400	6,400
Restricted contributions and donations	458,502	682,509
Funds held in trust	37,353	35,536
Donations payable to related parties	243,855	44
Restricted contributions - Government funding	-	740,530
	1,368,639	2,057,715
Deferred lease inducement	43,200	49,600
Deferred revenue - life insurance	17,067	15,426
	1,428,906	2,122,741
Net assets		
Unrestricted	3,176,788	2,809,797
Invested in tangible capital and intangible assets	106,345	84,016
Internally restricted - Strategic Initiatives	3,460,511	2,913,375
Internally restricted - Ongoing Commitments	151,586	331,640
Internally restricted - Dues Impact Reserve	1,000,000	1,000,000
	7,895,230	7,138,828
	\$9,324,136	\$9,261,569



# Summary Statement of Operations and Changes in Net Assets

For the year ended December 31, 2024, with comparative information for 2023

UNITED WAY CENTRAIDE CANADA

Revenue	2024	2023
Donations	\$857,617	\$702,862
Fees and contributions	2,020,105	1,599,373
Investment and interest income	432,635	1,571,063
Realized loss on disposition of investments	-	(66,856)
Unrealized gain on investments	104,716	128,127
Membership dues	5,315,807	4,845,085
Gifts in kind	620,342	-
Other revenue	121,972	481,520
Amortization of deferred lease inducement	6,400	6,400
Government of Canada funding	383,923	2,957,624
Funding allocated from (to) Restricted contributions - Government of Canada funding	(199,940)	113,247,448
	9,663,577	125,472,646

Expenses	2024	2023
Amortization of tangible capital and intangible assets	41,340	38,316
Bad debt	16,000	-
Bank charges and interest	12,916	5,765
Conferences, meetings and travel	967,712	453,750
Insurance	27,116	24,193
Investment portfolio management fees	19,207	17,831
Marketing	639,739	14,442
Membership and publications	775,580	607,712
Office	39,148	57,175
Other services	269,234	427,070
Photocopying and printing	65,577	74,612
Postage and courier	68,655	73,067
Professional and consulting fees	1,020,649	1,239,005
Program funding distribution	834,991	422,300
Recovery funding - (return) distributions of Government of Canada funding	(1,671,604)	115,744,271
Rent and occupancy	202,242	207,124
Salaries and employee benefits	5,067,628	4,777,289
Subsidies	72,727	75,846
Technology and telecommunications	438,318	1,089,537
	8,907,175	125,349,305
Excess of revenue over expenses	756,402	123,341
Net assets, beginning of year	7,138,828	7,015,487
Net assets, end of year	\$7,895,230	\$7,138,828



# United Way Centraide Canada Notes to Summary Financial Statements Year Ended December 31, 2024

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.

**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, 2024.

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

- These summarized financial statements have been prepared by management using the following criteria:
- a. whether information in the summary financial statements is in agreement with the related information in the complete audited financial statements; and
  - b. whether, in all material respects, the summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited financial statements, including the notes thereto.

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

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



# About Us

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## 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.





ABOUT US

# 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
- Continuously learning and unlearning as individuals and organizations
- Amplifying the voices of underrepresented people and co-creating equitable solutions
- Working to dismantle discriminatory structures and systems within our movement and advocate for systemic change to build an inclusive Canada

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

# United Way Centraide Canada Statement Opposing Racism



Recent events in Canada and around the world have exposed our society’s uncomfortable truth: racism is harming our communities. Systemic racism exists in our institutions, across all sectors, and has caused significant disparities with long-lasting impact, particularly for Black, Indigenous, People of Colour individuals and communities. These issues are not new nor easily resolved.

At United Way Centraide Canada, we condemn racism as it is unjust and wrong. As community builders, we must work harder to ensure Canada becomes a truly equitable, safe and inclusive place, particularly for Indigenous peoples and racialized communities.

We are taking steps to challenge our own ways of working and thinking. We are developing new strategies on both Diversity, Equity and Inclusion and Indigenous Collaboration that will impact all areas of our work. This includes disaggregating data to

inform our community investments, analyzing the demographic composition of our staff and volunteer leadership of the United Way Centraide network, and creating an equity framework and toolkit for our members.

This work is a journey for us as individuals and as an organization. We recognize the time and resources it will require. We know it requires us to listen and learn. And we anticipate uncomfortable challenges along the way, which we will face head on.

We are committed to doing our part to build a more equitable future and to realize our vision of a country where everyone in every community has the opportunity to reach their full potential.



ABOUT US

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

United Way Centraide Canada is committed to reconciliation with Indigenous Peoples.

As a national charity with deep local impact, we view reconciliation as an opportunity to honour Indigenous Peoples across this land and elevate our commitment to them. We will do this by:

- Listening to and learning from Indigenous members of our communities about Indigenous strengths and ways of knowing and being;
- Reflecting on the relationship that we have had with Indigenous Peoples;

- Collaborating with Indigenous communities and organizations whose objectives or work intersect with ours; and
- Embracing Indigenous voices, leadership, and participation in all aspects of our organization and the United Way Centraide Movement.

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





# Our Network

In 2024, 57 United Way Centraides supported communities across Canada, in addition to our national office.





**Alberta**

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

**British Columbia**

- United Way British Columbia
- United Way Southern Vancouver Island

**Manitoba**

- United Way Brandon & District
- 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 and 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

**Maritimes**

- United Way Maritimes

**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

Jason Hatcher  
Chair

Karen Macdonald  
Vice Chair

Christine Hanlon  
Treasurer

Debra Pozega Osburn  
Past Chair

Dan Clement  
Secretary of the Board,  
President and CEO

## Directors

CeCe Baptiste

Pierre Baraby

Danisha Bhaloo-Shivji

Jodi Carradice

Lily Chang

Ann Divine

Rudy Kerklaan

Kevin King

Fauzia Lalani

Gina McKay

Will Thornburrow

## Executive Committee

Jason Hatcher  
Chair

Karen Macdonald

Christine Hanlon

Debra Pozega Osburn

Dan Clement

## Finance and Audit Committee

Christine Hanlon  
Chair

Lily Chang

Pierre Baraby

Rudy Kerklaan

Fauzia Lalani

Will Thornburrow

Jason Hatcher

Dan Clement

## Governance Committee

Karen Macdonald  
Chair

CeCe Baptiste

Pierre Baraby

Jodi Carradice

Kevin King

Gina McKay

Debra Pozega Osburn

Jason Hatcher

Dan Clement

## Membership Accountability and Performance Committee

Lily Chang  
Chair

Ann Divine

EXTERNAL MEMBERS

Robyn Edwards-Bentz

Alexandre Bourque

Jeff Calbick

Michael Cheong

John DiPaolo

Luci Lanni

Jim Russell

## Nominations Committee

Danisha Bhaloo-Shivji  
Chair

CeCe Baptiste

Jodi Carradice

Karen Macdonald

Will Thornburrow

Debra Pozega Osburn

Jason Hatcher

Dan Clement



# Staff

## Executive Team

- Dan Clement**  
President & CEO
- Debra Shime**  
Vice-President, Community Initiatives
- Paul Totten**  
Chief Operating Officer
- Pauline Tardif**  
Vice-President, Fundraising & Partnerships
- Poya Kherghehpoush**  
Vice-President, Strategy and Transformation
- Serena Trentini**  
Vice-President, Brand Strategy, Marketing and Communications

## Staff

- Andréa Landriault**  
Manager, Membership and Standards
- Andrew Lamothe**  
Programmer
- Anita Khanna**  
National Director, Public Policy and Government Relations
- Azzam Edahmani**  
Accounting Administrator
- Betsy Chaly**  
National Director, Marketing & Communications
- Bhavana Reddy**  
Data Migration Analyst
- Bill Wright**  
Network & Systems Administrator
- Boxin Cao**  
Data Insights Analyst
- Brenda Kelly**  
Senior Finance Specialist
- Christina Franc**  
National Director, GCWCC
- Dan Clement**  
President and CEO
- Dave Haanpaa**  
Senior Manager, Governance and Operations
- Debra Shime**  
Vice-President, Community Initiatives
- Divan Gouws**  
Business Intelligence Analyst
- Elnaz Borandeh**  
Senior Manager, Brand & Digital
- Émilie Patry**  
Campaign Administrator, GCWCC
- Eric Friesen**  
Product Owner, Business Technology Solutions
- Erika Jacinto**  
National Director, Communications
- Erin Ross**  
Administrative Assistant, Resource Development
- Goldwine Brizard**  
Coordinator, Community Initiatives
- Heather Stewart**  
Executive Assistant
- Jennifer Ball-Bene**  
Senior Manager, Knowledge Exchange and Learning
- Judy Shum**  
National Director, 211 and Community Partnerships
- Kayt Render**  
National Director, Community Impact

- Link Kabadyundi**  
Communications Manager
- Lynda Giffen**  
National Director, Member Development
- Maggie Karpilovski**  
National Director, Insights & Performance
- Marie Lecourt**  
Manager, Communications & Marketing, GCWCC
- Marie-Josée Rosset**  
Translator
- Mimi Wong**  
Program Manager, Business Technology Solutions
- Mindy Smith**  
National Director, DEI & IC
- Nanci Laroche**  
Senior Manager, GCWCC
- Nobuchika Iwasaki**  
Technical Consultant
- Paul Goubko**  
Senior Manager, GCWCC
- Paul Totten**  
Chief Operating Officer
- Pauline Tardif**  
Vice-President, Fundraising & Partnerships
- Poya Kherghehpoush**  
Vice-President, Strategy and Transformation
- Renée Seguin**  
Learning & Knowledge Mobilization Coordinator
- Sara Abolfathi**  
Director, Finance
- Sara Middleton**  
National Director, Community Initiatives and Special Projects
- Saron Fanel**  
Digital Marketing & Communications Officer
- Serena Trentini**  
Vice-President, Brand Strategy, Marketing and Communications
- Sharon Lupton**  
National Director, Labour Programs and Services
- Stacey Olsen-Zakresky**  
Campaign Development Officer, GCWCC
- Thabata Sousa**  
Accounting Administrator
- Tiffany Narducci**  
Resource Development Manager
- Wissal Benali**  
Solutions Consultant





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