

Message from the President and Board Chair



Frances Lankin
President and CEO

United Way of Greater Toronto is a vital and robust organization – critical to the quality of life in our city. But it can do even more to build stronger neighbourhoods, and a more vibrant and compassionate Toronto.

This was the basic advice we received from civic leaders when they offered input on our 2003 strategic planning process, *Community Matters*. That message also describes our two primary tasks for 2003: make a strong organization even stronger, so that we can direct our resources more efficiently to the community; and prepare United Way to assume new roles that will expand the impact of donor dollars all across Toronto.

Once again, we were gratified to receive outstanding external assistance. McKinsey and Company helped us with a broad strategic planning process, which led to the adoption of *Community Matters* by the board in early 2003.

We reaffirmed the relevance of our mission – we must continue to meet urgent human needs and improve social conditions by mobilizing the community’s volunteer resources in a common cause of caring. And we concluded that our primary tool for meeting that mission – the provision of funds to member agencies across Toronto – was more important than ever.

It was also clear that the range of social problems our agencies encounter every day are increasingly complex. Poverty, homelessness, and violence may not be solved by United Way alone. But we can apply

some new tools to address these systemic issues that will increase the impact of our existing investment in a stronger Toronto.

First, we will work to strengthen the capacity of the agencies that serve our communities. We are working with other funders to build the capacity of agencies in areas of the city that are high need and underserved. We are increasing technical and governance assistance to agencies, and are investing in leadership development.

Second, we are expanding our advocacy, public education and convening activities, ensuring that they are rigorously planned, executed and evaluated. The community now expects United Way to address major systemic issues – but not alone. For example, United Way has worked closely as part of the Toronto City Summit Alliance to ensure that the call for improved city infrastructure includes a commitment to improved social infrastructure. This work in the coming year will produce a lively discussion about the role of governments and the voluntary sector in building stronger neighbourhoods and a more vibrant city.

The implementation of *Community Matters* began with a reappraisal of our community priorities. We must establish clear and relevant priorities for our funding, and for our capacity building, convening and advocacy work. This work began in 2003 with a comprehensive community consultation. We held 40 meetings all over the city with more than 800 community residents and local leaders.

The results of these public consultations — *Torontonians Speak Out* — were released last September. City residents, who are extremely proud of their local neighbourhoods, sounded the alarm about the lack of opportunities for Toronto's youth. The report also identified the lack of affordable housing and increased need to support newcomers as the most pressing issues facing neighbourhoods.

The connection between strong neighbourhoods and a strong Toronto was made many times in 2003, a municipal election year. It was cited by Toronto Mayor David Miller, who asked United Way to participate on his transition advisory team. In 2004, there will be many opportunities for United Way to contribute to the discussion about building a healthy city.

While our city evolves, the nature of philanthropy is also changing. Many donors are seeking opportunities to contribute their time and expertise, as well as their money. That is why we partnered with Tides Canada and hosted a Social Investors' Forum — so that enterprising social service agencies could present their business cases directly to investors. It was a great success, particularly for some of the businesses of the Toronto Enterprise Fund, a ground-breaking collaboration of United Way and all levels of government that is providing employment, supports and hope for many people who are homeless or at risk of homelessness.

2003 was a difficult year for Toronto. Most notably, SARS was a threat to the health and livelihood of many. Workers in the hospitality industry were particularly affected by the consequences of SARS. We worked with organized labour, the City of Toronto and community agencies to administer a generous gift from Molson Canada. By working innovatively through existing community programs, we were able to ensure that the Molson contribution was directed toward rent, utilities, and other expenses of hospitality workers who had lost their jobs. It was a small part of a much larger connection we make every day between the generous instincts of

Torontonians and the agencies that build a stronger and more compassionate city.

By building these connections throughout the year, United Way helps to build a healthy and vibrant Toronto. We are confident that our work in 2003 makes us better-equipped than ever before to contribute to a community that values citizenship, recognizes generosity, cares for the most vulnerable, and builds strong neighbourhoods.

Fortunately, we will have more donor dollars than ever before, thanks to an enormously successful campaign. John Sheridan, our Campaign Chair, was never daunted by an ambitious goal of \$82.5 million. As a result of John's energy, the leadership of his campaign cabinet, thousands of volunteers and the generosity of Torontonians, we exceeded our goal. Our final achievement was a record \$84.3 million, including \$5.9 million to be distributed to partner United Ways as part of our joint Areawide Campaign, and \$11.5 million to other registered charities as designated by our donors. Given the challenges of SARS, the power blackout, and other distractions and uncertainties, this is a wonderful testimony to the power of hard work, high hopes and big hearts.

It also demonstrates that the people of Toronto trust United Way with their charitable donations. Over the past year, we witnessed an increase in the scrutiny applied to the operations and finances of all charities, and we welcome the attention. United Way of Greater Toronto is a North American leader in efficient charitable administration. But this does not stop us from constantly seeking further improvements, nor from seeking the assistance of outside expertise to help us achieve this objective.

We are extremely grateful for the ongoing support of Fraser Milner Casgrain LLP, our honorary counsel for the past 48 years — an exceptional commitment. We were also fortunate to have benefited

from the skills and expertise of Accenture Consulting, who conducted a thorough review of our internal operations, and made a broad range of recommendations, including the appointment of a chief operating officer, and the establishment of a cross-departmental staff team to oversee operational issues. Senior management implemented these recommendations expeditiously.

We have made significant, measurable improvements to our operational efficiency. We dramatically reduced the time required to produce personalized pledge forms for our workplace donors. And we improved our service to donors by sending out charitable receipts more quickly, at lower cost.

Of course, technology is essential to efficiency improvements. We are working with other large United Ways to explore collaborative opportunities to improve the cost-effectiveness of our business processes. Technology now provides us an online fundraising tool. We were delighted that the number of donations captured online in 2003 more than doubled over 2002.

Parallel to the operations review, we also embarked on a major board governance analysis to maximize the effectiveness of senior volunteers leading the organization. Kaufman, Thomas and Associates led the board through the process to better define and clarify the board's roles, responsibilities and priorities.

Critical to our success is our communication, messaging and positioning in the community. Once again, we relied on generous experts: our advertising agency, Arnold Worldwide Canada Inc., which created an award-winning campaign; and A.T. Kearney Ltd., which conducted a comprehensive operational review of our Marketing and Communications department.

It is worth noting that all of our outside expertise — Accenture, Arnold Worldwide Canada, A.T. Kearney, Fraser Milner Casgrain, Kaufman, Thomas and Associates, and McKinsey and Company — was provided on a pro bono basis. We are extremely grateful for their support and generosity.

Leading United Way of Greater Toronto is an honour. We recognize that our success depends on the hard work and goodwill of many, many others. We wish to express our appreciation to our Board of Trustees, who are true stewards of an important community asset. We are grateful for our Campaign Cabinet, and particularly to 2003 Campaign Chair John Sheridan, for their leadership, inspiration and hard work. We appreciate the commitment to our community from the thousands of volunteers who do everything from running bake sales to reviewing funding applications. And we continue to marvel at the professionalism and passion that United Way staff always bring to their work.

To our donors, our many volunteers, and to the hardworking agencies that make a difference all across Toronto, thank you.

Without you, there would be no way.



Frances Lankin
President and CEO



Martha Tory
Chair, Board of Trustees

Message from the Campaign Chair

Congratulations, Toronto! 2003 was a year of great change and challenges — two elections and new leadership at all levels of government; the outbreak of SARS and its impact on healthcare delivery across the city; a power failure that brought the region to a halt. In this setting, the work of United Way could have been reduced — but it wasn't. In fact, United Way of Greater Toronto's 2003 campaign recorded the best results in its entire history — \$84.3 million. Thank you, Toronto, for making it happen.

It was an honour to lead a campaign that engages so many people and about which people care so deeply. The level of involvement is quite staggering, with 20,000 individuals volunteering their time to support fundraising in workplaces across the city. I was privileged to work with a terrific Campaign Cabinet, and hundreds of Leadership Chairs and Account Executives, thousands of Employee Campaign Coordinators, workplace canvassers, and many others — all of them volunteering to work tirelessly on behalf of the community — and United Way.

In leading the campaign I wanted to create something different and exciting. To that end, I was delighted to recruit Team Toronto — local sports celebrities who committed their time and energy to the campaign. Children at one United Way agency lived the dream of a one-on-one session with the Raptors' Vince Carter, while United Way's campaign kickoff got a big boost from Pat Quinn and Owen

Nolan of the Maple Leafs, along with Olympic champion hockey player Cassie Campbell.

The real benefit of the campaign, however, begins now as these funds are allocated to the 200 agencies that do the essential work on the front line, each and every day, in neighbourhoods across the city. They provide the services and programs that enable individuals to restore their lives and thus improve the quality of life in our community.

I am grateful to my colleagues at Bell Canada who worked so hard and who were so generous in their support of United Way. Most of all, I would like to thank the people of Toronto who have expressed the power of collective compassion in their kindness and support.

Without you, there would be no way.



John Sheridan
2003 Campaign Chair



John Sheridan

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The following CORPORATIONS donated \$10,000 or more to United Way in 2003, through gifts such as direct charitable donations and corporate matching funds.

\$1 Million +

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\$10,000 - \$24,999

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