

The Board of Trustees and the management of United Way of Greater Toronto believe the ongoing role we play in the community and the support we provide to member agencies across Toronto depends significantly on strong *governance and transparency*.

Our Trustees exercise oversight through 10 Board committees. Each committee is chaired by a board member and is comprised of several board members, as well as volunteers with specific expertise related to the mandate of each committee. The Board Development Committee's responsibilities include the recruitment and nomination of Trustees, the development of board members, the appointment to committees of board members and other volunteers, and the review of other board governance issues. The Executive Compensation Committee reviews the compensation of the Chief Executive Officer and senior staff. The Appeals Committee is convened only occasionally as an adjudication mechanism and ancillary to the Allocations and Agency Services Committee review process.

There are two main governance streams ensuring that proper stewardship is provided. One governance stream is focused on community impact (research, policy and priorities; allocations and agency services). The other stream is focused on administration and audit functions (pension and benefits; investments; information services).

Community Impact

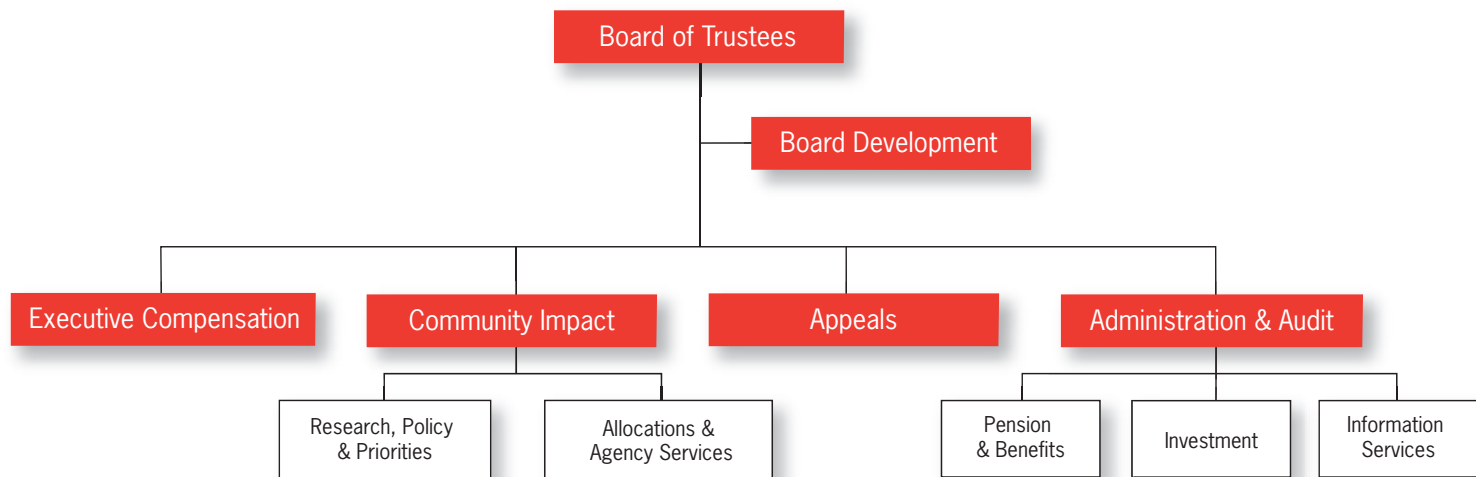
The Community Impact Committee is responsible for providing strategic leadership and oversight across all activities related to United Way's community impact roles in priority areas, including:

- ▶ making recommendations on strategies to the Board, and monitoring and reporting on implementation,
- ▶ making recommendations to the Board on an annual public policy, advocacy and convening agenda, and
- ▶ overseeing the activities of the Allocations and Agency Services Committee and the Research, Policy and Priorities Committee.

Administration and Audit

The Administration and Audit Committee oversees all financial and budget planning, and the independent verification of United Way's financial statements and results, including:

- ▶ the Pension and Benefits Committee, which provides advice to management, and acts as a steward for two benefit plans which cover some agencies,
- ▶ the Investment Committee, which recommends investment policies and oversees investments including endowments funds managed by the Toronto Community Foundation, and
- ▶ the Information Services Committee, which provides oversight with respect to investments in technology.



United Way of Greater Toronto is governed by its *Board of Trustees*, a group of senior volunteers which provides the organization with vision, strategic leadership, advocacy, accountability and stewardship. The Board is made up of a diverse group of community leaders and key decision makers who share a passion for United Way and its mission of finding solutions to our community's problems.



Back Row: John Cartwright, Earl Miller, John Honderich, John Hinds, Catherine Booth, Erich Almasy, Kamala-Jean Gopie, Frances Lankin, Richard Venn, Shafiq Ebrahim
 Front Row: Jennifer Lynn, Michelle DiEmanuele, Jean Lam, Marie Moliner, Julie Lee, Gina Gignac, Amy Tong, Martha Tory, Ron Jamieson

2004 Officers - United Way of Greater Toronto

Chair, Board of Trustees

Martha Tory
 Ernst & Young

Vice Chair & Incoming Chair of the Board

Richard Venn
 CIBC

Immediate Past Chair of the Board

Jennifer Lynn
 Lynn Communications Inc.

Vice Chair, Labour

John Cartwright
 Toronto and York Region
 Labour Council

Vice Chair, Finance & Treasurer

Robert Harding
 Brascan Corporation

Vice Chair, Community Impact

Francesca Shaw
 CIBC

2004 Board Members - United Way of Greater Toronto

Erich Almasy
 Richard Ivey School
 of Business

Michelle DiEmanuele
 Government of Ontario

Shafiq Ebrahim
 RBC Royal Bank

Gina Gignac
 Canadian Union of
 Public Employees

Kamala-Jean Gopie
 Immigration & Refugee Board

Debra Grobstein
 Campbell
 Canadian Women's
 Foundation

John Hinds
 Canadian Community
 Newspaper Association

John Honderich
 City of Toronto

Dean Hopkins
 Cyberplex

Ron Jamieson
 Bank of Montreal

Jean Lam
 Ministry of Tourism
 & Recreation

Julie Lee
 Osler, Hoskin & Harcourt LLP

Tim McGuire
 McKinsey & Co.

Earl Miller
 Scotiabank

Marie Moliner
 Government of Canada,
 Canadian Heritage

Rocco Rossi
 Member-at-large

Alnasir Samji
 Towers Perrin

Mahadeo Sukhai
 University of Toronto

Amy Tong
 Unicef Canada

Senior Management Team



From left to right:

Lyn Whitham

Vice President, Marketing and Communications

David Cook

Vice President, Information Services and e-Business

Susan McIsaac

Vice President, Fundraising

Frances Lankin

President and Chief Executive Officer

Maureen Adams

Vice President, Allocations and Community Services

Catherine Smith

Chief Operating Officer

Rahima Mamdani

Director, Human Resources
and Organizational Development

Honorary Chairs Council

Aubrey Baillie (Board Chair 1999-2001)

A. Charles Baillie (Campaign Chair 2000)

Randy C. Billing (Board Chair 1988-1990)

John M. Cassaday (Campaign Chair 1995)

Dominic D'Alessandro (Campaign Chair 1998)

William A. Etherington (Campaign Chair 1993)

Anne M. Fawcett (Campaign Chair 1997)

Anthony S. Fell (Campaign Chair 1989)

George A. Fierheller (Campaign Chair 1991; Board Chair 1994-1996)

Al Flood (Campaign Chair 1994)

Ruth Grant (Board Chair 1992-1994)

John S. Hunkin (Campaign Chair 2004)

David W. Kerr (Campaign Chair 1999)

Neville W. Kirchmann (Campaign Chair 1987)

David A. Lewis (Board Chair 1980-1982)

Jennifer Lynn (Board Chair 2001-2003)

W. Reay Mackay (Campaign Chair 1996)

Janet G. MacInnis (Campaign Chair 1982; Board Chair 1984-1986)

Bahadur Madhani (Board Chair 1996-1999)

Robert W. Martin (Campaign Chair 1988)

Gordon M. Nixon (Campaign Chair 2002)

E. Courtney Pratt (Campaign Chair 1992; Board Chair 1986-1988)

John E. Richardson (Board Chair 1983)

John W. Sheridan (Campaign Chair 2003)

J. Allan Slaight (Campaign Chair 1985)

John H. Tory (Campaign Chair 2001)

Martha J. Tory (Board Chair 2003-2005)

Joseph Y.K. Wong (Board Chair 1990-1992)

Sponsored Employees play an important role as the primary liaison between employee workplace campaigns and United Way. The following organizations supported the program in 2004 by “lending” an employee to United Way for 15 weeks – while continuing to pay his or her salary and benefits – or by providing sponsorship funding valued at \$8,500.

Accenture
Bell Canada
BMO Financial Group
Canada Post Corporation
Celestica Inc.
The Canadian Red Cross Society
CIBC
City of Toronto & CUPE Local 79
Deloitte
Enbridge Inc.
Ernst & Young
Franklin Templeton Investments Corporation
George Brown College
Government of Canada Charitable Workplace Campaign
IBM Canada Corporation
Imperial Oil
ING Group of Companies
KPMG
Manulife Financial
McMillan Binch
Ontario Power Generation
Ontario Public Service
Ontario Securities Commission
RBC Financial Group
Scotiabank Group
State Street Trust Company

TD Bank Financial Group
The Caldwell Partners
Toronto Hydro
Toronto Police Service
Toronto Transit Commission
Torys
United Way of Greater Toronto
Xerox Canada Ltd.



"What was most impressive about the Sponsored Employee program is that it brought people from different backgrounds, skill sets and life experiences to achieve a common goal. The determination, perseverance and teamwork from everyone involved far outweighed any of these differences. This experience has left me with the belief that no matter who we are or where we have come from – with will and collaboration – we can all help make a difference in our city."

– Jasvir Nijjar, Manulife Financial
Sponsored Employee



On a crisp October weekend in 2004, more than 11,000 people scaled the world's tallest building for the 27th annual Enbridge CN Tower Stair Climb. A total of \$1.1 million was raised for United Way and the community.



United Way established The Tomorrow Fund in 1995 in response to increased demands for endowment giving and to ensure Torontonians are served by new sources of long-term funding.

Assets in the Fund are now at \$35,844,000 and growing. While the principal remains untouched, the Fund's annual disbursements provide stable, ongoing funding for programs like Success by 6[®], a United Way program giving children under age six a chance to thrive. This is in accordance with our policy of disbursing 4.5 per cent of the opening market value of the Fund to provide stable funding for these programs.

In 2004, the Fund provided \$1,319,496 to Success by 6[®]. An additional \$39,504 went to United Way programs that help seniors, abused women, children from low-income families, homeless people, and many more.

Over its first six years, Success By 6[®] has provided early developmental interventions to more than 32,000 children and 28,000 parents. This translates to a significant impact on the health and well-being of children, parents, and communities throughout Toronto.

The Tomorrow Fund dollars generated for children's programs were augmented by \$1.4 million from other sources. Funds from the Early Years Challenge Fund, the Ontario Trillium Foundation and others are further enhancing Success By 6[®] projects.

Thanks to the generosity of United Way donors who understand the importance of endowment support, The Tomorrow Fund has already made a critical difference in the lives of children in our community – today and tomorrow.

Kathleen Taylor

Chair, Endowment Giving

President, Worldwide Business Operations
Four Seasons Hotels and Resorts

Strategic Alliance with the Toronto Community Foundation

United Way of Greater Toronto is proud to partner with the Toronto Community Foundation (TCF) and retains the TCF to manage our endowment, The Tomorrow Fund. We are grateful to the many TCF donors who include United Way among their grant choices. TCF donors understand the importance of United Way's work in the community and value the rigour of our allocations process.