

TO MAKE A DIFFERENCE

CREATE CHANGE WAYS

TO UNITE WAYS TO REACH

TO CHANGE LIVES WAYS

TO BUILD COMMUNITIES



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COLLABORATE

WORK TOGETHER—WITH VISION— TO ENSURE THE EFFECTIVENESS OF UNITED WAY – CENTRAIDE

EVERY UNITED WAY – CENTRAIDE gains strength from its own community. Yet the very nature of those communities is changing. Populations are more mobile than ever before and ‘community’ is increasingly defined by both common values and a specific sense of place.

We are interdependent and connected. In such a world, we don’t stand alone. We are more than one place, more than one issue. By truly working together as a movement for social change, we share an important opportunity to *lead* together.

LABOUR UPDATE: CANADIAN LABOUR CONGRESS IS A VALUED PARTNER OF CANADA’S UNITED WAY – CENTRAIDE MOVEMENT. IN 2007, UNITED WAY OF CANADA – CENTRAIDE CANADA LABOUR PROGRAMS AND SERVICES WORKED WITH THE ATLANTIC REGION TO DELIVER TWO ADDITIONAL JOINT TRAINING PROGRAMS FOR LABOUR COUNCIL AND UNITED WAY – CENTRAIDE REPRESENTATIVES. THESE PROGRAMS WILL BE AVAILABLE ACROSS CANADA WITH THE GOAL OF DEVELOPING AND STRENGTHENING LOCAL PARTNERSHIPS. AS WELL, WORK BEGAN TO IDENTIFY AREAS WHERE BOTH LABOUR AND UNITED WAY – CENTRAIDE HAVE AN INTEREST AND CAN WORK TOGETHER, AS IN WORKFORCE ADJUSTMENT AND ITS IMPACT ON THE COMMUNITY.

Our National Conference, which in 2007 was held in Whistler, British Columbia, was organized around the Standards of Excellence. Introduced at the conference was a Self-Assessment Guide to help each community evaluate and build their strengths by implementing the 25 Standards of Excellence. Fifteen local staff and nine national staff volunteered to mentor members seeking support in using these self-assessment tools.

LEAD: MOVEMENT EFFECTIVENESS

OUR CORE FOCUS IS to continually improve the effectiveness of the Movement in Canada. We aim to bring members and stakeholders together—in regional meetings and conferences, and nationally as well—to encourage collaborative behaviour and support the implementation of Movement-wide strategies.

Mechanisms for doing so include the President’s Advisory Council, which took a more active leadership role last year. Assembling 27 Chief Executive Officers from United Ways – Centraides across the country, the Council provides their perspective on strategies developed by the National Office, in consideration of local needs and realities. The Council and the National Board of Directors were actively involved last year in intensive work to clarify and articulate the role and mandate of the National Office—a necessity given the considerable evolution toward the Movement’s community impact mission, adopted in 2003.

All agreed on the need for a more active, strategic role for the National Office, leading to the development and launch in 2008 of a new Movement strategic planning process.



SHARE



SHARE IDEAS, CREATE COLLABORATIVELY— DISCOVER A MOVEMENT

LAST YEAR, UNITED WAY of Halifax Region worked with a local advertising agency, Colour, to develop a repositioning of their brand identity. From this came a public-service announcement. The heart of the spot was a 10-sentence *Anthem*: a collection of statements that expresses the core beliefs shared by volunteers, donors, partners and United Way – Centraide staff.

Unexpectedly—and powerfully—the *Anthem* and the marketing materials that evolved captured the spirit of our mission and reflected the change to our Movement: its diversity and passion; its values and relevance; and its deep-rooted commitment to community building. By the end of the year, 36 other local United Ways – Centraides had adopted the *Anthem* and used it as the basis for their 2007 annual campaigns.

THE ANTHEM: I BELIEVE IN MY COMMUNITY. I BELIEVE THAT ITS SUCCESS DEPENDS ON THE PEOPLE WHO LIVE IN IT. THAT EVERYONE HAS SOMETHING TO CONTRIBUTE. THAT EVERYONE DESERVES RESPECT. THAT EVERYONE'S POTENTIAL CAN BE REALIZED. THAT DIVERSITY IS VITAL. THAT EVERY PERSON HAS VALUE. THAT EVERYONE NEEDS HELP AND EVERYONE CAN OFFER HELP. THAT A SAFE, SUPPORTIVE COMMUNITY IS EVERYONE'S RESPONSIBILITY. I BELIEVE IN POSSIBILITY.

The *Anthem* is a way to express our brand, to bring us together through a common theme and to tell others of our changing nature. New ways of sharing creative ideas and materials have emerged from its example—unifying the Movement's brand across the country. The capacity of individuals to work together, share and learn is what gives us momentum and strength.

SHOW PURPOSE: BRAND

OUR WORK FOCUSES ON expressing our community-building mission, aspirations, values and impact clearly and consistently.

“For several years now, the Quebec Centraides have been collaborating on a variety of projects. One significant achievement is their common Communications and Marketing Campaign, which helps position the Centraides as an important movement in Quebec, as well as maximize their resources. Centraides have gained considerably from this campaign in terms of public awareness and recognition. I believe this is a very good example of collaboration and synergy for the Movement.”

Daniel Manseau
Vice-President, Quebec Region
United Way of Canada –
Centraide Canada

In 2007, we adopted a brand strategy; the National Board created an ad hoc committee to enact it. Using all of United Way of Canada – Centraide Canada's effort to instill our brand identity within the Movement, brand was a major topic of discussion at the National Conference in Whistler in May 2007.

Collaboration on brand work is a common practice for the Centraide Movement in Quebec, where the *comité marketing de l'Assemblée des Centraide du Québec* brings together Centraide representatives to ensure consistent marketing throughout the province.

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UNIT E 🖐️

WORK TOGETHER WITH DONORS TO BUILD STRENGTH AND MAKE A DIFFERENCE

THE AIM OF UNITED WAY of Canada – Centraide Canada’s resource development activities is to provide experienced and knowledgeable leadership, coordination and strategic support to strengthen the Movement’s resource development capacity. Compiling and sharing best practices, training and networking are key to these objectives.

A National Resource Development Committee was formed, bringing together the Movement’s professionals and volunteers.

Early in the year, the Vice-President of Resource Development took a discovery tour of many United Ways – Centraides across the country to gain a sense of the challenges, opportunities and changes they were experiencing in resource development.

United Way of Canada – Centraide Canada hosted a three-day gathering of senior resource development staff from Canada’s largest United Ways – Centraides last August to analyze national campaign results, identify trends and issues and talk about their experiences. United Way of Canada – Centraide Canada will continue to spearhead efforts to increase the number of learning and networking opportunities. While the National Office facilitates this group, members drive its agenda. It is truly a vehicle of the Movement, for the Movement and by the Movement.

CREATE CAPACITY: RESOURCE DEVELOPMENT

OUR MISSION DEFINES OUR purpose—but without the energy and devotion that comes from our annual fundraising, our communities would not have the capacity to fulfill their requirements. That capacity is measured in more than just dollars. It makes sense both for business and workers whose targets get met with enthusiasm. The Government of Canada Workplace Charitable Campaign brings together diverse mem-

bers from each department, corporation and agency to achieve a measurable impact for their own communities. We take this opportunity to thank all of our campaign volunteers, staff and donors.

“So much of what we do is common to all United Ways – Centraides. There’s no need to operate in silos or in isolation. None of us alone is the sole proprietor of the United Way – Centraide brand. I made contacts at the meeting last August who I stay in touch with today; that kind of collaboration is essential for future success.”

Brian Bowman
Senior Director of Campaign and
Resource Development
United Way of Calgary and Area

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LEARN

BUILD THE KNOWLEDGE BASE TO TAKE INFORMED ACTION

CAPTURING, SHARING AND APPLYING the collective knowledge of Canada's 122 United Ways – Centraides is key to the Movement's continued success. Last year, efforts across the country brought that wisdom into the spotlight.

At Toronto's Ryerson University, a new course was unveiled—the first of its kind in Canada. Developed with funding from United Way of Canada – Centraide Canada, *Community Collaborations in Support of Children and Youth* shares proven strategies for creating collaborative local initiatives. The 14-week course is offered across the country, electronically, to undergraduate students and workers in the field. The next session will begin in autumn 2008.

“Having taken the Ryerson course, I have a new sense of the opportunities for collaborative partnerships here in Winnipeg. The information was very practical; it's been of benefit even in improving the ways I approach my work with volunteers. There's so much advantage to sharing this kind of knowledge.”

Tamara Peralta
Manager of Youth Relations
United Way of Winnipeg

On the west coast, United Way of Greater Victoria partnered with the University of Victoria to apply social science research to community issues. Together, the two will combine knowledge from the community and the university to improve the quality of life in Victoria as a whole.

PRODUCE RESULTS: QUALITY

UNITED WAY OF CANADA – Centraide Canada's focus on quality in 2007 included encouraging the adoption of the Standards of Excellence that were introduced in 2006. By the end of last year, approximately 90 percent of United Ways – Centraides had participated in facilitated discussions and training. Forty-one of Canada's 122 United Ways – Centraides now use the Standards of Excellence to support organizational planning.

The Business Transformation Coalition continued to deepen its work in Constituent Relationship Management, developing and sharing knowledge among four United Ways—in British Columbia's Lower Mainland, Calgary, Winnipeg and Toronto—to better understand key donors and stakeholders. The ability to link donors to the impact of their contribution is critical. They also upgraded existing Rainbow software and created a data warehouse with portal capacity and the ability to import from external data sources. United Way of Canada – Centraide Canada continues to participate in this work.

Last year, five United Ways in Ontario implemented an Outcomes Measurement Program to determine their impact on the community. Training was provided through United Way of America with tools adapted to the Canadian context based on the success of a number of this country's United Ways – Centraides.

5



CONNECT

PUT PEOPLE IN TOUCH WITH THE SERVICES THEY NEED

COMMUNITIES ARE DIVERSE. No one agency can be expected to meet every social need. Yet with many specialized organizations serving communities across the country, the question for Canadians seeking help is: “Who do I call?”

United Way of Canada – Centraide Canada is answering that question with *211*, a centralized telephone and internet service that enables access to a multitude of social services. In Alberta, *211* is currently available in Calgary and Edmonton; in Ontario, this service is in Toronto, Windsor-Essex, Halton, Simcoe County and Niagara Region. By spring 2008, more than half of all Ontarians will have access. In addition, *211* also provides important information about community needs. Last year, the City of Toronto used statistics from its *211* data to help guide decisions about social services.

Endeavoring to establish stable funding to ensure the sustainability of *211* over the long term was a focus throughout 2007, so that one day, all Canadians will have access to this tremendous community service.

“We are seeing the power of *211* every day. *211* works. It helps more people get the support they need — simply and efficiently. And it contributes to better service planning. I truly hope that every community in Canada can have access to *211* someday.”

Sheila Wisdom, Executive Director
United Way/Centraide
Windsor-Essex County

BUILD STRENGTH: COMMUNITY IMPACT

BUILDING STRONG AND HEALTHY communities is all about respect and partnership.

COMMUNITY MATTERS, A 30-MONTH COLLABORATIVE INITIATIVE OF 17 SMALLER UNITED WAYS IN ONTARIO FUNDED BY THE ONTARIO TRILLIUM FOUNDATION, CONCLUDED IN JUNE 2007. IT ENABLED PARTICIPATING UNITED WAYS TO CONSULT THEIR COMMUNITIES ON KEY ISSUES, CHALLENGES AND OPPORTUNITIES, AND AS A RESULT, GAIN A DEEPER UNDERSTANDING OF THE EVER-CHANGING DYNAMICS OF THEIR SOCIAL ENVIRONMENTS. WORK IS CONTINUING TO ADDRESS KEY ISSUES IDENTIFIED IN THE DISCUSSIONS, INCLUDING CHALLENGES FACED BY YOUTH IN RURAL COMMUNITIES.

The Action for Neighbourhood Change initiative began as a national research project in 2005 to explore resident-led neighbourhood development that brought together government, research, facilitators and communications partners. Today, residents, project staff and the communities continue their work at the local level. A national symposium on neighbourhood vitality and a final report on lessons learned, along with a documentary DVD, provided valuable insight into what made this community-based project a powerful force for change. From this work emerged the Neighbourhood Vitality Index that consolidates the thinking and experience this initiative yielded.

MESSAGE FROM DOUGLAS BARRINGTON CHAIR



New ideas are bringing about innovative opportunities for collaboration and are resulting in powerful changes across the Movement.

The reality of social improvement is that there is always more work to be done. Priorities are essential: identifying where the greatest, most enduring difference can be made is critical. Our job is to know where and when to apply collective effort and wisdom, and to ensure we have the capacity to do so.

At the Board level, our responsibilities are to support the Movement in creating community impact through sound strategic direction; to aid the gathering and deployment of resources so that United Ways – Centraides can carry out their work satisfactorily; and to ensure that the impact achieved by each member creates true and lasting change.

The Board is also committed to upholding the core principles of good governance: transparency and accountability. Throughout 2007 we took steps to communicate clearly and frequently, and will continue to do so in the future.

Many challenges await us in our transition from fundraising to community impact but these are far outweighed by the many opportunities that arise. Our Board of Directors looks forward to leading and supporting the Movement, in facing those challenges and seizing upon the opportunities.

The collective energy, enthusiasm and innovation of local United Ways – Centraides come together in shared knowledge and experience. I thank the United Way – Centraide members for their hard work, and I also thank my fellow Board members for their passion and perseverance last year. I'm proud to be engaged in this cause with such talented and committed individuals and look forward to what 2008 will bring.

A handwritten signature in dark ink, appearing to read "Doug Barrington". The signature is fluid and cursive, written in a professional style.

Douglas Barrington
Chairman

MESSAGE FROM
AL HATTON
PRESIDENT AND
CHIEF EXECUTIVE OFFICER



If I were to choose one word to characterize 2007 it would be 'movement': both in the sense of progress, and as a description of our collective strength.

Our aim is to ensure that United Ways – Centraides have the expertise, resources and opportunities to use their collective strength. This demands closer, more collaborative ways of working. It requires openness and transparency. And of course, it requires sufficient financial resources to transform strategies into actions, and actions into results.

We need to attract talented, experienced professionals to our organization to support our efforts. We need to implement new systems, to use today's technologies effectively. Our staff webcasts, regular Movement-wide communications and the development of tools and services like the Standards of Excellence are all examples of steps taken in 2007. We are determined to take more of them in the coming year.

It is truly exhilarating to watch and be part of the changing nature of our Movement, both from a national perspective and

between the members. At all levels, the change is designed to improve local social conditions for individuals, families and communities.

Entering 2008 with a newly defined role and mandate, about to undertake a new strategic planning process, we envision a future full of promise. With the right resources at our disposal, we are positioned to realize that promise, facing challenges together—as part of a Movement bound together by a heartfelt set of common values.

The dedication of our superb staff and Board Members is commendable. Thank you for your hard work.

A handwritten signature in black ink, appearing to read 'Al Hatton'.

Al Hatton
President and Chief Executive Officer

2007 NATIONAL RECOGNITION PROGRAM

THE ANDRÉ MAILHOT AWARD IS PRESENTED TO AN OUTSTANDING VOLUNTEER IN RECOGNITION OF EXEMPLARY LEADERSHIP, COMMITMENT AND ACHIEVEMENT IN THE UNITED WAY – CENTRAIDE MOVEMENT.

Dr. Saida Rasul's commitment to community development is formidable and the scope of her volunteer contributions is simply extraordinary. Her involvement spans many worthwhile organizations, including United Way of Canada – Centraide Canada and United Way of the Lower Mainland, helping to create stronger, healthier communities for us all. She is a clear, persistent and strong voice for social justice, proven through her volunteerism.

THE EXCELLENCE AWARD HONOURS THE EXTRAORDINARY SKILLS, LEADERSHIP, VISION AND COMMITMENT OF A STAFF MEMBER IN THE UNITED WAY – CENTRAIDE MOVEMENT.

Susan McIsaac has made an enormous impact in her community. She championed the National Corporate Strategy, pioneered the Major Gifts division and built a campaign that engages 20,000 volunteers across Toronto. She brings her expertise, knowledge, a sharing spirit, a profound commitment to resolve the social issues in her community, and a rare, talented passion that she expresses every day in her work at United Way Toronto.

THE CHAIR'S AWARD OF DISTINCTION RECOGNIZES THE CRITICAL ROLE OF VOLUNTEERS, THEIR SUSTAINED DEDICATION TO THE UNITED WAY – CENTRAIDE MOVEMENT, AND THEIR LEADERSHIP, COMMITMENT AND RESPECT. UP TO FOUR RECIPIENTS ARE RECOGNIZED EACH YEAR.

Sharon Halkett has led United Way of Greater Victoria through the most significant change in its history. Along with expertise, professionalism and common sense, she brings insight, vision and hope to her role as Chair, which she began in April 2006. Sharon's unwavering commitment and passion has encouraged change in her community.

Pierre Archambault, within his first year of involvement with Centraide Outaouais, decided that he wanted to be part of the Campaign Cabinet as volunteer Chair of the "Professional" Division. He became Chair of the Board of Directors in June 2004. Currently, as past Board Chair, Pierre continues to monitor developments and is actively involved in the Board's activities. He is known for his honesty, integrity, fairness and perseverance and these values are reflected in everything he does on a daily basis.

Dennis Jackson is a dedicated volunteer at United Way/Centraide Ottawa who has contributed to every area of the organization's work. He has been a longstanding Campaign Cabinet member and currently chairs the Corporate Giving portfolio which has seen a 10% increase since 2006. He serves as First Vice-Chair, was formerly the Treasurer and is the Incoming Board Chair for 2008. Dennis' leadership, reliability, integrity, enthusiasm and a strong commitment to philanthropy make him a valuable volunteer who clearly has contributed to building a caring community.

Louis Dubé was born in Sept-Îles, Quebec. In 2003, he became a member of the Board of Directors of United Way of Canada – Centraide Canada, serving as regional Vice-President for Quebec. He was President of the Assemblée des Centraide du Québec as well as its Executive Committee. Louis was a volunteer with Centraide Duplessis for several years and chaired its Board of Directors from 1998 to 2002. He has been actively engaged in the community on a personnel and professional level throughout his life.

THE CHAIR'S AWARD OF COLLABORATION RECOGNIZES A UNITED WAY – CENTRAIDE OR UNITED WAYS – CENTRAIDES WHOSE LEADERSHIP AND COLLABORATIVE SPIRIT STRENGTHENS THE UNITED WAY – CENTRAIDE MOVEMENT IN CANADA.

United Ways of British Columbia and Yukon

United Ways across the region have been collaborating in many areas: 211, Success by 6®, labour and generally working towards a community impact agenda that spans the entire region. The Annual Regional Conference, a successful Executive Director Mentorship Program, and a subsidy program that allows small United Ways to attend meetings and conferences, all help make the region increasingly cohesive.

THE COMMUNITY BUILDER AWARD RECOGNIZES A MULTI-SECTORAL PROJECT THAT INVOLVES PARTNERS, STAKEHOLDERS, DONORS AND VOLUNTEERS AND THAT HAS RESULTED IN INNOVATIVE EFFORTS TO BUILD CARING COMMUNITIES IN CANADA.

United Way of Brandon and District – Canadian Forces Base Shilo Our Community Cares Project

United Way of Brandon and District brought businesses, volunteers, donors, stakeholders and United Way friends together to launch the Canadian Forces Base Shilo – Our Community Cares Project. The Canadian Forces Base Shilo soldiers deployed in Afghanistan know how much their community cares about them. Hundreds of care packages were assembled and shipped overseas thanks to a whole community working together to support one another.

STAFF SERVICE AWARDS ARE PRESENTED TO STAFF MEMBERS WHO HAVE BEEN EMPLOYED WITHIN THE UNITED WAY – CENTRAIDE MOVEMENT, STARTING AFTER THEIR TENTH YEAR. STAFF MEMBERS ARE RECOGNIZED FOR THEIR COMMITMENT, PERSEVERANCE AND EFFORTS TO CREATE HEALTHIER COMMUNITIES.

25 YEARS

Terri Buordolone

United Way of Burlington & Greater Hamilton

Shelley White

United Way of Peel Region

Debbie Smith

United Way Toronto

Maureen Duncan

United Way of Greater Victoria

30 YEARS

Hélène Lacasse

Centraide of Greater Montreal

Terri Berg

United Way of the Lower Mainland

Rose O'Connell

United Way of the Lower Mainland

35 YEARS

Lucie Lampron

Centraide of Greater Montreal

Jo Wright

United Way of Winnipeg

THANKS A MILLION AWARD WINNERS

THE UNITED WAY – CENTRAIDE MOVEMENT builds healthy, strong and respectful communities by working with individuals and organizations to pool their resources, energy and goodwill. The Thanks a Million Award recognizes the corporations and unions that have facilitated their employees or members raising \$1 million or more in 2006 for United Ways – Centraides across the country.

United Way of Canada – Centraide Canada extends its top honours and gratitude for their generosity and commitment to their communities.

CORPORATIONS

Alcan Inc. and its employees	Devon Canada Corporation
Bell Canada Enterprises, its employees and retirees	Enbridge Inc.
Best Buy Canada Ltd.	Environment Canada with the Canadian Environmental Assessment Agency and Parks Canada Agency
BMO Financial Group	Ernst & Young LLP
Canada Post and its Employees Across Canada	Esso Imperial Oil, and their employees and annuitants / ExxonMobil Canada, and their employees and annuitants
Canada Revenue Agency	Federal Service Retirees
Canadian Natural Resources Limited	Ford Motor Company of Canada, Limited and Employees
Canadian Pacific Railway Limited	Foreign Affairs and International Trade Canada
CanWest Global Communications Corp.	General Motors of Canada Limited and Their Employees
CGI Group and its employees	Gouvernement du Québec
CIBC	Government of Canada Workplace Charitable Campaign
City of Toronto	Great-West Life, London Life and Canada Life
CN and its employees	HSBC Bank Canada
ConocoPhillips Canada	Human Resources and Social Development Canada
Costco Wholesale	Hydro-Québec, its employees, retirees, unions and associations
DaimlerChrysler Canada Inc.	
Deloitte	

IBM Canada Ltd.
KPMG LLP
Manulife Financial
Mouvement Desjardins
National Bank of Canada, its employees and retirees
National Defence
Nexen Inc.
Ontario Public Service
Osler, Hoskin & Harcourt LLP
Petro-Canada
Power Corporation of Canada and its employees
Pratt & Whitney Canada and its employees
PricewaterhouseCoopers LLP
Procter & Gamble Inc.
Provincial Government Employees of Alberta
Public Works and Government Services Canada
RBC Financial Group
Scotiabank Group
Service Canada
Shell Canada Limited
Sun Life Financial
Suncor Energy Inc.
Talisman Energy Inc.
TD Bank Financial Group
Teck Cominco Limited
The Brookfield Group (including Brookfield Asset Management, Brookfield Homes, Brookfield Power, Brookfield Properties, Norbord Inc., Carma Corporation, Fraser Papers Inc. & Royal LePage Contract Residential Property Services)
The J. Armand Bombardier Foundation & family members, Bombardier Inc. and its employees
Toronto Transit Commission
TransCanada Corporation
UPS Canada / UPS SCS Canada

UNIONS

Alberta Union of Provincial Employees (AUPE)
Amalgamated Transit Union (ATU)
Association of Management, Administrative and Professional Crown Employees of Ontario
Canadian Federation of Nurses' Union and its member organizations (CFNU)
Canadian Office and Professional Employees' Union (COPE)
Canadian Union of Postal Workers (CUPW)
Canadian Union of Public Employees (CUPE)
CAW - Canada
City of Toronto Administrative, Professional and Supervisory Association Inc.
Communications, Energy and Paperworkers Union of Canada (CEP)
International Association of Fire Fighters (IAFF)
International Association of Machinists and Aerospace Workers (IAM&AW)
International Brotherhood of Electrical Workers (IBEW)
National Union of Public and General Employees and its component unions (NUPGE)
Ontario Public Service Employees Union (OPSEU)
Public Service Alliance of Canada (PSAC)
Service Employees International Union (SEIU)
Teamsters Canada (TC)
UNITE HERE
United Food and Commercial Workers International Union (UFCW)
United Steelworkers (USW)

AUDITOR'S REPORT TO THE MEMBERS

The accompanying summarized statement of financial position and summarized statement of operations are derived from the complete financial statements of United Way of Canada – Centraide Canada and United Ways of Ontario – Les Centraide de l'Ontario as at December 31, 2007 and for the year then ended on which we expressed an opinion without reservation in our reports dated January 25, 2008. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.



Chartered Accountants, Licensed Public Accountants
Ottawa, Canada
January 25, 2008



FINANCIAL STATEMENTS

SUMMARIZED STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2007

United Way of Canada – Centraide Canada

	2007	2006
	<u>\$</u>	<u>\$</u>
REVENUE		
Membership dues	3,164,393	2,984,812
Capacity building initiatives	339,834	305,799
National supplies sales	145,229	305,087
Donations	234,079	137,791
Fees and contributions	109,636	209,765
Amortization of deferred capital contributions	38,432	38,431
Interest	55,690	55,348
Project contributions	1,250,147	3,559,908
	<u>5,337,440</u>	<u>7,596,941</u>
EXPENSES		
Salaries and employee benefits	2,133,404	1,877,060
Capacity building initiatives	407,867	357,218
National meetings and initiatives	374,087	434,326
National supplies – cost of sales and operating expenses	153,546	317,166
Office	276,246	276,703
Regional structure	111,380	112,071
Board of Directors' meetings and travel	150,136	163,389
Staff travel	47,578	114,176
Other services	52,606	52,858
Professional fees	124,568	118,173
Amortization of capital assets	129,071	117,071
United Way International subscription	35,000	50,000
Staff development	26,486	30,170
Interest on obligation under capital lease	2,222	2,859
Project expenditures	1,319,102	3,559,908
	<u>5,343,299</u>	<u>7,583,148</u>
Excess (deficiency) of revenue over expenses	(5,859)	13,793
Net assets, beginning of year	654,821	641,028
Net assets, end of year	<u>648,962</u>	<u>654,821</u>

SUMMARIZED STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2007

United Ways of Ontario – Les Centraide de l'Ontario

	2007	2006
	<u>\$</u>	<u>\$</u>
REVENUE		
Investment	34,496	260,698
Housing contribution	6,250	12,500
Conference registration	7,430	10,475
211 Ontario initiative	1,209,542	156,952
	<u>1,257,718</u>	<u>440,625</u>
EXPENSES		
Government relations	119,633	106,887
Meetings, conference and travel	29,370	31,648
Other	4,467	23,212
211 Ontario initiative	1,209,542	156,952
	<u>1,363,012</u>	<u>318,699</u>
Excess (deficiency) of revenue over expenses	<u>(105,294)</u>	<u>121,926</u>
Unrestricted net assets – beginning of year	2,520,733	2,398,807
Unrestricted net assets – end of year	<u>2,415,439</u>	<u>2,520,733</u>

SUMMARIZED STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2007

United Way of Canada – Centraide Canada

	2007	2006
	\$	\$
ASSETS		
Cash	392,502	541,706
Short-term investments	616,557	921,543
Amounts receivable	152,343	230,620
Prepaid expenses	92,611	80,016
Inventory	–	78,810
	<u>1,254,013</u>	<u>1,852,695</u>
Capital assets	221,420	275,227
Investment in life insurance	33,572	32,460
	<u>1,509,005</u>	<u>2,160,382</u>
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	531,711	623,526
Deferred contributions	150,949	649,167
Current portion of obligation under capital lease	8,727	8,036
	<u>691,387</u>	<u>1,280,729</u>
Obligation under capital lease	14,521	23,248
Deferred capital contributions	40,377	78,809
Leasehold inducement	80,186	90,315
Deferred revenue – life insurance	33,572	32,460
	<u>860,043</u>	<u>1,505,561</u>
Net assets		
Unrestricted	571,353	580,002
Invested in capital assets	77,609	74,819
	<u>648,962</u>	<u>654,821</u>
	<u>1,509,005</u>	<u>2,160,382</u>

SUMMARIZED STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2007

United Ways of Ontario – Les Centraide de l'Ontario

	2007	2006
	\$	\$
ASSETS		
Cash	27,912	316,290
Short-term investment	–	100,764
Accounts receivable	2,673	5,586
	<u>30,585</u>	<u>422,640</u>
Investments	2,506,435	2,608,953
	<u>2,537,020</u>	<u>3,031,593</u>
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	121,581	165,193
Deferred contributions	–	345,667
	<u>121,581</u>	<u>510,860</u>
Net assets		
Unrestricted net assets	2,415,439	2,520,733
	<u>2,537,020</u>	<u>3,031,593</u>

(A copy of the complete financial statements together with the auditors' report is available to any member on request to the President and Chief Executive Officer.)

OUR UNITED WAYS – CENTRAIDES

YUKON

United Way Society of the Yukon

BRITISH COLUMBIA

Campbell River & District United Way

Castlegar District United Way

Comox Valley United Way

Cowichan United Way

Nelson and District United Way

Powell River & District United Way

Prince George United Way

Thompson, Nicola, Cariboo United Way

United Way Central Island

United Way of Cranbrook and Kimberley

United Way of Greater Victoria

United Way of North Okanagan Columbia Shuswap

United Way of the Central & South Okanagan/Similkameen

United Way of The Fraser Valley

United Way of the Lower Mainland

United Way of Trail

ALBERTA

Hinton United Way

Lakeland United Way

Lloydminster & District United Way

United Way of Calgary and Area

United Way of Central Alberta

United Way of Fort McMurray

United Way of Grande Prairie & Region

United Way of Slave Lake Society

United Way of South Eastern Alberta

United Way of South Western Alberta

United Way of The Alberta Capital Region

SASKATCHEWAN

Battlefords United Way Inc.

Elrose & District United Appeal

Eston United Way

Swift Current United Way

United Way of Estevan

United Way of Regina

United Way of Saskatoon

Weyburn & District United Way

Yorkton & District United Way

MANITOBA

Carberry & North Cypress United Way

Carman and Community United Way Incorporated

Neepawa & District United Way Inc.

Portage Plains United Way

The Pas & District United Way

United Way of Brandon & District Inc.

United Way of Morden & District

United Way of Thompson

United Way of Winnipeg

Winkler & District United Way

NORTHWEST TERRITORIES

United Way of Yellowknife

ONTARIO

Brant United Way

Centraide - United Way Prescott-Russell

Deep River District United Way

Elgin-St. Thomas United Way Services

Huron United Way

Kirkland Lake & District United Way

Northumberland United Way

Porcupine United Way

United Way Community Services of Guelph and Wellington

United Way for the City of Kawartha Lakes

United Way of Ajax-Pickering-Uxbridge

United Way of Bruce Grey

United Way of Burlington & Greater Hamilton

United Way of Cambridge and North Dumfries

United Way of Chatham-Kent

United Way of Greater Simcoe County

United Way of Haldimand and Norfolk

United Way of Halton Hills

United Way of Kingston, Frontenac, Lennox and Addington

United Way of Kitchener-Waterloo and Area

United Way of Lanark County

United Way of Leeds and Grenville

United Way of London & Middlesex

United Way of Milton

United Way of Niagara Falls and Greater Fort Erie

United Way of Oakville

United Way of Oshawa-Whitby-Clarington-Brock & Scugog

United Way of Oxford

United Way of Peel Region

United Way of Perth County

United Way of Peterborough & District

United Way of Quinte

United Way of Sarnia-Lambton

United Way of Sault Ste. Marie

United Way of South Georgian Bay

United Way of South Niagara

United Way of St. Catharines & District

United Way of Stormont, Dundas & Glengarry

United Way of Thunder Bay

United Way Toronto

United Way/Centraide Windsor-Essex County

United Way of York Region

United Way/Centraide Ottawa

United Way/Centraide Sudbury and/et District

United Way/Centraide Upper Ottawa Valley, Inc.

QUEBEC

Centraide Abitibi Témiscamingue et Nord-du-Québec

Centraide Bas-Saint-Laurent

Centraide Centre-du-Québec

Centraide of Greater Montreal

Centraide Duplessis

Centraide Estrie

Centraide Gaspésie-Îles-de-la-Madeleine

Centraide Gatineau-Labelle-Hautes-Laurentides

Centraide Haute-Côte-Nord/Manicouagan

Centraide KRTB-Côte-du-Sud

Centraide Lanaudière

Centraide Laurentides

Centraide Mauricie

Centraide Outaouais

Centraide Québec et Chaudière-Appalaches

Centraide Richelieu-Yamaska

Centraide Saguenay-Lac-St-Jean

Centraide Sud-Ouest du Québec

NEW BRUNSWICK

United Way of Greater Moncton & Southeastern New Brunswick Region Inc.

United Way of Greater Saint John Inc.

United Way/Centraide

(Central N.B./Région du Centre du N.-B.) Inc.

NOVA SCOTIA

United Way of Cape Breton

United Way of Colchester County

United Way of Cumberland County

United Way of Halifax Region

United Way of Lunenburg County

United Way of Pictou County

PRINCE EDWARD ISLAND

United Way of Prince Edward Island

NEWFOUNDLAND AND LABRADOR

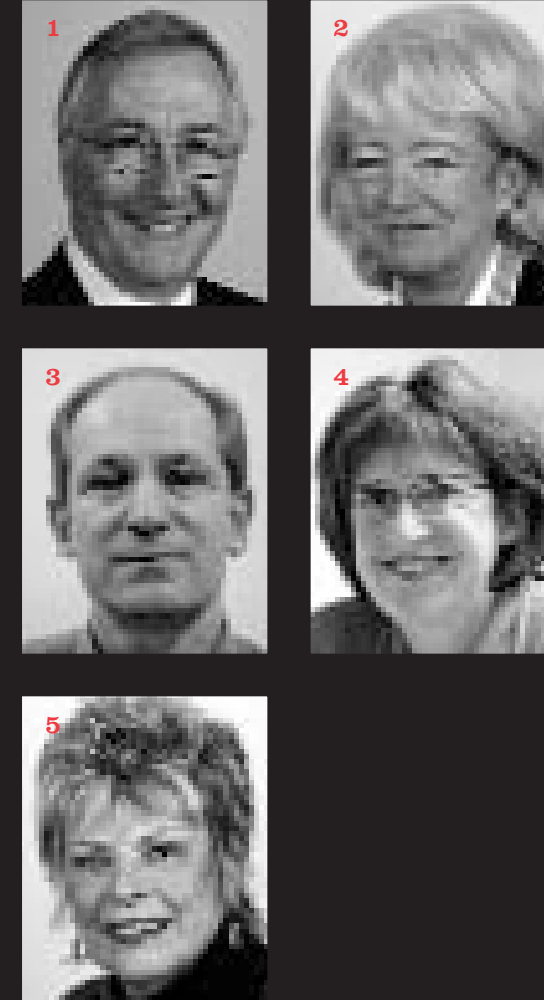
United Way of Avalon

BOARD MEMBERS OFFICERS



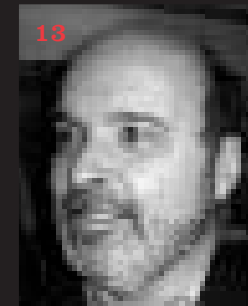
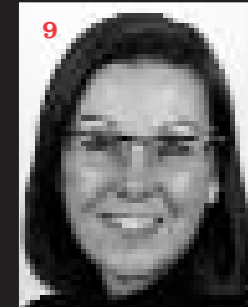
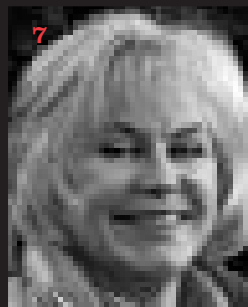
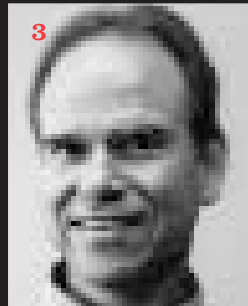
1 DOUGLAS (DOUG) BARRINGTON, BOARD CHAIR, TORONTO, ONTARIO 2 PATRICIA MCDERMOTT, PAST CHAIR, HALIFAX, NOVA SCOTIA 3 LOUIS CHAMPOUX, SENIOR VICE-CHAIR, QUÉBEC, QUEBEC 4 LARRY MACDONALD, TREASURER, CALGARY, ALBERTA 5 FRANCE BERGERON, SECRETARY, CHICOUTIMI, QUEBEC 6 AL HATTON, PRESIDENT AND CHIEF EXECUTIVE OFFICER, OTTAWA, ONTARIO

BOARD MEMBERS REGIONAL VICE-CHAIRS



1 LOUIS CHAMPOUX, QUEBEC REGION, QUÉBEC, QUEBEC 2 CATHERINE COMBEN, BRITISH COLUMBIA/YUKON REGION, KELOWNA, BRITISH COLUMBIA 3 MARC LALONDE, ATLANTIC REGION, MONCTON, NEW BRUNSWICK 4 GAYLE METSON, ONTARIO REGION, COBOURG, ONTARIO 5 LYNNE MULDER, PRAIRIES/NORTHWEST TERRITORIES REGION, RED DEER, ALBERTA

BOARD MEMBERS DIRECTORS



NO PHOTO
 CONSTANCE MIDDLETON-HOPE
 MONTRÉAL, QUEBEC
 ANDREW MURPHY
 CYMBRIA,
 PRINCE EDWARD ISLAND
 GEOFF NORQUAY
 OTTAWA, ONTARIO (RESIGNED)

1 PIERRE BERGERON, GATINEAU, QUEBEC 2 RICHARD BRUCE, BRANDON, MANITOBA
 3 TED GARRARD, LONDON, ONTARIO 4 KENNETH (KEN) HOWLAND, SASKATOON,
 SASKATCHEWAN 5 PATRICK HULL, POWELL RIVER, BRITISH COLUMBIA 6 JANET
 LAFORTUNE, PETERBOROUGH, ONTARIO 7 MICHELLE LAURIE, BURNABY, BRITISH
 COLUMBIA 8 LUCIEN LAVALLIÈRE, SAINT-LAMBERT, QUEBEC 9 CATHY MCINTYRE,
 VICTORIA, BRITISH COLUMBIA 10 LES MOORE, DOWNSVIEW, ONTARIO 11 MICHEL
 SAINT-PIERRE, QUÉBEC, QUEBEC 12 SAIDA RASUL, VANCOUVER, BRITISH
 COLUMBIA 13 MICHAEL MACISAAC, EX-OFFICIO REPRESENTING THE CANADIAN
 LABOUR CONGRESS, OTTAWA, ONTARIO

STAFF LISTING

AL HATTON

PRESIDENT AND CHIEF EXECUTIVE OFFICER

EVA KMIECIC

SENIOR VICE-PRESIDENT

DANIELLE BEAULIEU

ADMINISTRATIVE ASSISTANT

JEREMY BEAUMIER

TECHNOLOGY OFFICER (UP TO AUGUST '07)

ROBERT BÉDARD

EXECUTIVE ASSISTANT FOR BOARD AND REGIONAL OPERATIONS

SUE BERGERON

ADMINISTRATIVE ASSISTANT, FINANCE

JACQUES BÉRUBÉ

CHIEF FINANCIAL OFFICER

RACHEL CHAITON

ANC PROJECT TEAM (UP TO APRIL '07)

DAN CLEMENT

SENIOR LEAD, NATIONAL LEARNING STRATEGY

SHIRLANE DAY

VICE-PRESIDENT, QUEBEC REGION
(UP TO SEPTEMBER '07)

DIANE DUMONT

TRANSLATOR

ARLA GUSTAFSON

VICE-PRESIDENT
PRAIRIES/NORTHWEST TERRITORIES REGION
(UP TO JUNE '07)

ANNE GUYOT

TRANSLATOR

HÉBA HASSANEIN

CLIENT INFORMATION OFFICER

JACK HORWITZ

DIRECTOR, MARKETING AND COMMUNICATIONS

MAUREEN KELLERMAN

SENIOR PROJECT MANAGER, EARLY YEARS INITIATIVE

DERRICK KELLY

NETWORK ADMINISTRATOR

CLARE LEBLANC NORTHCOTT

VICE-PRESIDENT, ATLANTIC REGION

JOANNE LINZEY

VICE-PRESIDENT, COMMUNITY IMPACT

KIM LOCKHART

VICE-PRESIDENT, BRITISH COLUMBIA/YUKON REGION

JANICE MANCHEE

DIRECTOR, LABOUR PROGRAMS AND SERVICES

DANIEL MANSEAU

VICE-PRESIDENT, QUEBEC REGION
(FROM DECEMBER '07)

CARMEN MENARD

EXECUTIVE ASSISTANT TO THE PRESIDENT AND CHIEF EXECUTIVE OFFICER AND OFFICE OPERATIONS MANAGER

BILL MORRIS

MANAGER, 211 ONTARIO INITIATIVE

BONNIE MORRIS

VICE-PRESIDENT, RESOURCE DEVELOPMENT

SANDRA MORRIS

VICE-PRESIDENT, ONTARIO REGION

MARYANN NOTARIANNI

211 COORDINATOR (STUDENT, PART-TIME)

MANON PARISÉE

LOGISTICS COORDINATOR

DAN RICHER

CONTROLLER

LINDA ROSENECK

DIRECTOR, TRAINING AND DEVELOPMENT

CECILLE SABINO

FINANCIAL ASSISTANT (UP TO NOVEMBER '07)

MARIE-JEANNE SCHOUERI

RESEARCH COORDINATOR

ADEN SEATON

ADMINISTRATIVE ASSISTANT

DEBORAH SPURR

DIRECTOR, NATIONAL 211 INITIATIVE

PAT STEENBERG

ANC PROJECT TEAM (UP TO APRIL '07)