

STRONGER **TOGETHER**



United Way
Winnipeg

UNITED WAY OF WINNIPEG
ANNUAL REPORT 2012-13

STRONGER
TOGETHER



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ANNUAL REPORT 2012-13



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30 2012 Campaign Chair Doug Finkbeiner is one proud Winnipegger, more so now that he’s seen how our city can rise to the campaign challenge.



ON THE COVER



Life has changed dramatically for Lani and her family since an asset building program supported by United Way taught vital life and money management skills, and helped them save for a brighter future.



A vision, a plan and action



I have always been proud to be a United Way volunteer, but this year has been truly exceptional as we execute an ambitious strategic plan with the most clearly defined outcomes we've ever seen.

Among the highlights of the past year for me:

United Way's capacity to continue—and even deepen—core, sustained support for an essential network of programs and services, despite the impact that challenging economic times and shrinking funding sources are having on the entire non-profit sector. This is due in large part to the tremendous generosity of Winnipeggers who donated a record \$19.8 million through United Way's annual campaign—an accomplishment that was the result of the extraordinary commitment of our Campaign Chair Doug Finkbeiner and the wonderful team he put together. This team pulled out all the stops to make this campaign a success (page 31), and it paid off!

One of the first to receive national accreditation from Imagine Canada's new

standards program, United Way's capacity for effective governance has also grown to a point where we are strategically positioned to pave the way for greater trust and confidence throughout our network and beyond (page 21).

We continue to make progress on addressing Winnipeg's toughest challenges by strengthening relationships with partners in government and other sectors. As a result of these collaborations, Peg is set to inspire action with the official launch of Winnipeg's community indicator system (page 24), while the Winnipeg Poverty Reduction Council has committed to unveiling a bold 10-year plan to end homelessness in our city (page 23).

Having participated in United Way's new Living on the Edge poverty simulation, I believe this will be another transformational tool that will engage more people and change how we perceive poverty, as well as our ability to make a difference—at a systems level and at the individual level (page 25).

Bringing it all home: everything that's been happening in United Way's new home in the heart of Winnipeg. Set to begin year four at 580 Main, we are welcoming and connecting more people than ever from all parts of our community. Our Innovation Centre is nearly full and our Learning Centre is a catalyst for change—in other words, we are beginning to see the manifestation of our values come to life (pages 17-19).

Together, we are making a vision for a better Winnipeg a reality. Thank you to the volunteers and staff at United Way, our partners in the community, and to all Winnipeggers for your continued support!

Ayn Wilcox

Chair

Board of Trustees

United Way of Winnipeg

Vision & venture

Since 1965, United Way of Winnipeg has been an organization dedicated to bringing Winnipeggers together to make our community better. Built upon the very good work of the volunteer leadership groups before them, the Community Impact Framework our Board of Trustees has developed over the last four years (page 4) is the catalyst for what I believe to be the most significant evolution in our organization's history. It is an evolution rooted fully in the power of collective action.

This evolution can be seen in the unique partnerships with organizations and individuals that have created leading-edge training and learning sessions that are changing the ways sectors come together to share expertise and knowledge that ultimately make our community stronger. The entire first floor of our space on Main Street is dedicated to providing the environment and tools needed for the incubation and growth of these partnerships and learning (page 18). It is demonstrated in Peg, Winnipeg's first community indicators system. Communities around the world are recognizing the importance of being able to track progress on important issues and to inspire all sectors to get involved in making change, and we see that Peg clearly embodies that potential (page 24).

It is embodied in the work of the Winnipeg Poverty Reduction Council (WPRC). A multi-sector roundtable of community leaders from business, all levels of government and the non-profit sector, the council now numbers 40 members. A key part of their efforts is to connect, align and reinvent our systems to effectively tackle our city's most pressing issues (page 23).

Finally, it is demonstrated through the commitment to provide core, sustained support to an essential network of programs and services across our city. The economic challenges that have affected the entire non-profit sector only highlight the importance of this commitment. The stability core support provides is the foundation on which



Susan Lewis

Susan Lewis
President & CEO
United Way of Winnipeg

innovation and best practice can be built. All of this—the support for an essential network, the WPRC, Peg, the partnerships and innovation—is made possible by tens of thousands of Winnipeggers from every walk of life (page 31).

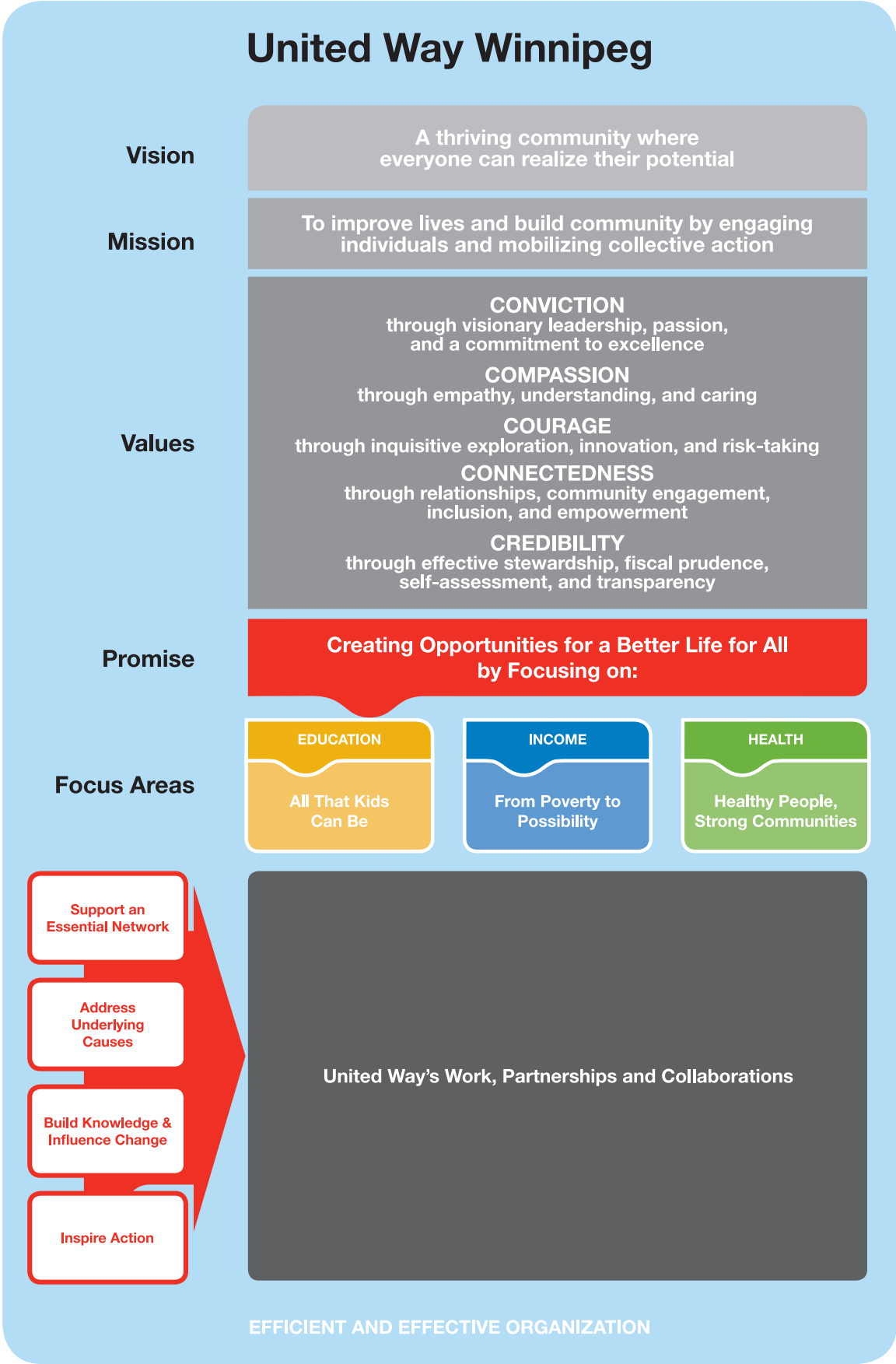
In all of this I am reminded of a quote from Vaclav Havel, who said "Vision is not enough. It must be combined with venture. It is not enough to stare up the steps, we must step up the stairs."

A growing body of research and lived experience from around the world is demonstrating that by connecting the expertise, efforts and resources of all sectors, measurable progress against complicated social issues is not only possible, but happening. Today, Winnipeg is a community that is coming together around a vision of a stronger, more resilient city, and venturing collectively in new and important ways that have the power to change our city forever.



United Way takes a collaborative approach to making a difference, concentrating on four community impact strategies that guide efforts to make long-term, sustainable progress in three essential focus areas. Together, they are the formula for achieving a shared vision of a thriving city where everyone can realize their potential.

United Way of Winnipeg’s Community Impact Framework



Deeper knowledge = greater impact

A new way of working is helping Agency Liaison Volunteers (ALVs) make a direct connection between the outcomes of United Way partnerships and our blueprint for lasting change.

After working for years as a campaign volunteer, Dan Torbiak wanted to learn more about the investment side of United Way's work. Now, as one of 90 Agency Liaison Volunteers, he is contributing both his expertise and experience as a chartered accountant and university lecturer to help United Way ensure Winnipeggers' donations achieve maximum results.

Here, he shares how ramped up training opportunities and a new Impact Council structure (which completed its first full year in 2012) are providing ALVs with tools they can use—as volunteers and in their careers—while at the same time enhancing their ability to represent Winnipeggers' best interests in conversations between United Way and our comprehensive network of agency partners.



// *Under the new Impact Council structure, I am able to focus on areas where I believe I can help most. I have a strong interest in helping people improve their material wellbeing. As a member of the Income Impact Council, I am helping United Way make targeted investments that support financial literacy. We work with agency partners to build capacity through discussions on governance and related matters. I am very proud of the work United Way does through my Impact Council.*

*“Some of my ALV colleagues asked United Way for guidance on how to interpret agency partner financial statements. United Way immediately saw the importance and within weeks we had **Financial Statements 101**: a teaching tool I was happy to develop and deliver with support from United Way staff.*

“This was right up my alley! I was really pleased that I could use my expertise to help the Impact Councils. This experience proved again to me how smartly United Way can leverage volunteers' interests and capabilities to help the community.”

2006 Campaign
Chair and longtime
United Way
friend Nick Logan
(seated) is among
senior volunteers
who are scouting
and coaching
future leaders like
Gary Speer.



Mentoring future champions of change

Strong and consistent leadership is key to the success and sustainability of any organization or community—or both in the case of United Way.

“The development of future leaders is critical, not only to our work through United Way, but also to the strength and future of our entire community,” said Nick Logan, president and CEO of National Leasing and a longtime senior United Way volunteer who, over the past year, has spearheaded a new leadership succession plan for this organization.

In May 2012, Logan invited CEOs from among United Way’s most dedicated corporate partners to join him in identifying up-and-coming community leaders with the foresight, passion and energy to lead the way forward.

Over the course of three morning workshops, participants had opportunities to

network with some of Winnipeg’s most successful leaders and learn how important and meaningful a senior volunteer role at United Way can be. Logan himself hosted the first session, 2012 Campaign Chair Doug Finkbeiner hosted the second, and past board chair Liz Marr the third.

“Really, it’s an honour to be seen by people I respect and model myself after as someone with potential to one day take up the torch and build on a legacy of community involvement,” said Gary Speer, assistant vice president sales at Cargill Ltd., and one of 18 recruits who attended the Champions of Change Breakfast Series. “I really appreciate the opportunity to get involved and make a difference.”

As the only organization apart from the government to provide multi-year core funding, United Way supports and strengthens the stability and sustainability of an essential network of more than 100 interdependent programs, partnerships and agencies.

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Community
Impact
Strategy



**SUPPORT AN
ESSENTIAL
NETWORK**



**ALL
THAT KIDS
CAN BE**

All that kids can be

Setting kids up for success in school, and life

United Way currently partners with **32 agencies** across Winnipeg to deliver programs that are proven to help kids be all they can be.

In 2012, thanks to Winnipeggers' support, we were able to invest **\$4.3 million in strategies and partnerships** that provide role models, mentorship, counselling and out of school support and promote self-esteem, confidence, positive behaviour and a sense of belonging.

Last year, youth in nearly every corner of our community accessed these services and supports a total of **56,621 times**.



The Great Animation

It's a world where a platypus can fall in love with a robot, turn into a human then drive a rocket powered tin foil car to the moon. Driven by the boundless imagination only kids can channel, it's a world set in motion by Winnipeggers' support for United Way.

The Great Animation is a life size, stop-motion film created by 200 young Winnipeggers brought together by the Youth Agencies Alliance and United Way.



Each year the Youth Agencies Alliance brings together over 200 kids from diverse backgrounds and different neighbourhoods to collaborate on an art project and exhibit. They have explored storytelling with digital cameras, created safe-space dioramas, and set up full-size body sculptures representing community leaders in Portage Place mall. This year they turned their talents towards creating The Great Animation, a life-size, stop-motion film.

"It was a little crazy," said Kerri Twigg of Art City, a YAA member and one of four facilitators for the 2012 project. "Working in groups, we'd make props in the morning and in the afternoon we'd film and animate. Each group had to pick up where the other left off. So if there was a platypus on the screen, we had to create a story and props around that."

The Youth Agencies Alliance is a network of 19 youth-serving agencies. United Way's support creates opportunities for its members to work together and collaborate in ways that help them better serve youth in our community.

"It allows member agencies to share and access resources they couldn't necessarily afford on their own," said Amanda Shindak, YAA Coordinator. "From video capture and editing services, to digital cameras, pottery studios or expertise, the net result is more kids in more communities can access opportunities they might not otherwise have."

Besides the art show and a summer camp, the YAA holds an annual conference for frontline workers of the member agencies. The day-long workshops are taught by experienced and respected youth care industry leaders.

"United Way's support is truly foundational," said Ron Brown, CEO of member agency Boys and Girls Clubs Winnipeg, and steward of United Way's investment in the alliance. "It brings together agencies with similar missions from different neighbourhoods and allows us to not only share resources, but knowledge and best practices. It's a perfect example of how United Way is building a community network of inter-related services."

*"Without this place,
I think kids around
here would just be
getting into trouble.
Maybe it helps them
when they grow up.
Maybe it helps them
feel not so alone."*

Austin's story

"I was 12 when I first moved to the Brooklands area. I didn't know anybody. I didn't know what to do. It felt strange. If you live in this area, you go to George Walters School which is over near Polo Park. So there's no school activities for kids around here. But a friend told me about NoA (NorWest on Alexander). They have activities for kids.

"When it's nice outside we can play games in the field. Like red rover. Or we plan water balloon fights and barbeques. Inside we play board games, draw and play on the Wii or go on the computers.

"Caprice, the woman who works here said I was very good with kids. She said I

was natural at it. So I asked them about volunteering for summer and helped over the break watching the kids and doing activities outside.

"Then I got hired to help with the after school programs. I was basically an event planner. I got to plan a fun day for the children, to help them get set up and everything. And go outside and watch the kids...keep an eye on them.

"I also like to cook. I watched my mom when I was little so I basically liked cooking the whole time I was growing up so I used to run a little cooking program here. Every Tuesday I would get five kids from the group and we'd look for recipes on the computers. Then we'd go in the back in the kitchen and we would like bake stuff. One time we made brownies. We made chocolate chip cookies. A few other things. I would kind of like to become a chef. Caprice is going to help me get my Safe Food Handlers Certificate.

"Without this place, I think kids around here would just be getting into trouble. Maybe it helps them when they grow up. Maybe it helps them feel not so alone. I don't know. I just like helping. It's something good to do. And it's good for you. It keeps you out of trouble and it makes it a better community, I know that much."



Youth United volunteer Maria Godoy (left) with Confiance Rurangirwa—one of four recipients of a Youth Leaders in Action Scholarship for his work as a volunteer mentor.



Youth United

Part of United Way's Youth Engagement Strategy, Youth United encourages young volunteers to sharpen their leadership skills through a series of activities and programs driven by a volunteer council of young people.

In 2012, the council awarded four Youth Leaders in Action Scholarships of \$500 to young people who demonstrated exceptional efforts to give back to their community.

Confiance Rurangirwa has been a volunteer mentor with Boys and Girls Club for three years, as well as a volunteer with the O'haye Autistic program and St. Amant Centre.

Andrew Brown has volunteered at Society for Manitobans with Disabilities since he

was five. During the summer Andrew works as an Access Worker at SMD and hopes to do more tutoring in the inner city, particularly with new immigrants.

Jamie Rakhra and Madison Zienkiewicz are both veteran volunteers with YMCA-YWCA Winnipeg. As well as eight years volunteering with the Y's aquatic and youth programs, Jamie created a hospital fundraiser, volunteered for the Steve Nash Basketball program and for Concordia hospital.

Madison's six years of volunteer work at the Y included youth programs, camp, and the youth leadership development program. She has also volunteered at Siloam Mission and St. Amant Centre.



From poverty to possibility

In 2012, United Way invested **\$1.9 million** in supports and programs that help families in Winnipeg move from poverty to possibility.

Delivered through **16 agency partners**, they include social enterprise development and job training programs that pave the way for meaningful employment. They also include financial counselling services and programs that empower Winnipeggers with important life and money management skills.

As well, donations to United Way support the Winnipeg AssetBuilders Partnership, **a network of 11 agency partners** that work together to help participants save for important assets that will contribute to enhanced security and quality of life.

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Community
Impact
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SUPPORT AN
ESSENTIAL
NETWORK



FROM
POVERTY TO
POSSIBILITY

Working together
so more Winnipeggers
can work



Henok's story

My name is Henok. My country of origin is Eritrea, but I came to Winnipeg from Uganda where I lived five years as an asylum seeker. I arrived on November 28, 2012 sponsored by my sister, a nurse.

Canada is a very good country but everything is new for me—the words, the culture, the work system—it is very different. Before I came, I was working as a heavy duty machine operator on road construction. I have more than 12 years' experience. I enjoy this work very, very much.

But when I arrived in Canada, people told me it would be impossible to find work. Then my friend told me about Opportunities for Employment (OFE) and the Refugee Employment Development program.

I can say it has opened my eyes. Within two weeks, I had a good picture of the Canadian work culture and what employers want. I learned how to search for a job. I learned that if you go to an interview prop-

erly prepared, you can get that job. It's like opening a door.

In Winnipeg, there are lots of jobs, but you need to know how to properly use what you have learned and trained to do. The job will not come to you. You have to search and go to find it.

Now I am working as a machinist 40 hours per week. It is very good. I like it. I got my job two days after finishing the program. My employment consultant at OFE told me about it and helped with my resumé.

In the future, I would like to advance my profession. I have a plan to marry and to have my own apartment. I would like to stay in Winnipeg; it is a very good place for me. When I am not working, I like to learn. My English is not good so I'd like to advance that too.

My life is better. I am very, very proud and I appreciate the opportunity.

Thank you.

In the past decade, Manitoba has welcomed more than 100,000 permanent residents, the majority of whom settled in Winnipeg—more than 13,300 in 2011 alone.

“One of the biggest barriers for newcomers is understanding that job searching in Canada is different but not insurmountable,” said Shawn Mahoney, executive director of Opportunities for Employment, which began the Refugee Employment Development Program in 2012 with increased sustained funding from United Way.

“We teach newcomers what to expect in a typical Canadian workplace. It’s about understanding what you have to offer and then offering your skill set in a way that presents you as an employer’s next best employee. But it’s also about breaking down stereotypes.”

“When refugees come here, it’s not to depend on social assistance or be a burden to our community, but to start a new life, a better life; and without employment, it’s not possible,” said Mahoney. “When we get meaningful employment, we can also pay taxes and be proud to contribute to our community in a positive way. That benefits all of us—our city, our province, and our country.”

“We are just so grateful for this support from United Way because so many lives continue to be transformed.”

Shawn Mahoney,
Opportunities for Employment

In one year, United Way’s support for OFE has created opportunities for 312 newcomers like Henok to participate in a Refugee Employment Development program that opens doors to stable income, a source of pride, and hope for a brighter future.

Enterprising Non-Profits Manitoba

Over the past year, United Way has deepened our commitment to strengthening social enterprise in our community by helping launch Enterprising Non-Profits Manitoba.

ENP-MB is a unique partnership that connects people and projects currently active in Winnipeg’s burgeoning social enterprise sector—to one another, to new opportunities, and to important expertise and experience in a growing national network with existing models in Vancouver, Calgary, Toronto, Ottawa and Nova Scotia.

Coordinated by the Canadian Community Economic Development Network (CCEDNet) and housed in the new Social Enterprise Centre on Main Street, ENP-MB is already helping non-profits in Winnipeg discover the value, opportunities and procedures for starting new social enterprises. In addition to workshops, skills development, business coaching and grants, ENP-MB supports the sector through policy initiatives, learning events, and participation in national conversations.

Measuring the size, scope and scale of social enterprise in Manitoba

In 2011, **266** confirmed social enterprises in our province generated **\$55.4 million** in revenues, trained **7000** people, and paid **\$25.3 million** in wages to more than **3750** employees.

2012 REPORT PUBLISHED BY CCEDNET
WITH SUPPORT FROM UNITED WAY

A Social Enterprise is:

A revenue-generating business with clear social objectives, supported by the reinvestment of surplus earnings for

- Economic revitalization
- Employment opportunities
- Investment in social programs
- Local ownership
- Strengthened social and cultural capital
- Training and skill development
- Social mission and purpose
- Environmental stewardship
- Access to important services and resources

Community
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1

SUPPORT AN
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Focus Area

HEALTHY
PEOPLE,
STRONG
COMMUNITIES



Healthy people, strong communities

Tools for life, right where we live

In 2012, United Way invested **\$2.3 million** toward strategies and partnerships that are helping Winnipeggers create safer, stronger communities.

Among these, our support for **18 resource centres** in neighbourhoods throughout the city is providing **92,000 people** with practical supports and places to get together, share resources, and cook up fresh ideas for positive change.

As well, United Way invested **\$7.3 million** in programs and services delivered through **44 agency partners** to create opportunities for personal wellbeing, healthy relationships and improved quality of life.



Tammy & Lisa

Neighbours and good friends
 Tammy and Lisa met through their involvement at Marlene Street Resource Centre, a United Way agency partner that operates from a unit in their south Winnipeg housing complex.

Lisa *When I first moved here, I didn't know anybody. I saw the sign here and I slowly starting coming over and bringing my daughter because she was still an infant. I started to meet more people. I started volunteering.*

Tammy *The stuff we have here really benefits the neighbourhood and it's really accessible. A lot of homes here don't have computers and there is a computer lab with about eight computers for your job search and resumé writing. There's a clothing depot, a community cupboard if we run out of something, and the community kitchen helps with meals.*

Lisa *Like today: to do samosas would be pretty costly to buy all the supplies. And it's fun spending Thursday afternoons together. You can come and meet with your neighbours, have a good laugh rather than sitting in front of the TV. It's a little*

more productive and that's what we want to focus on: getting people out and a little more involved in the community.

Tammy *We want to try and do as much as we possibly can for our neighbourhood. We're just trying to make it better.*

Lisa *That's what we're trying to do as part of the tenant advisory council. And now that Tammy and I have connected, we work together a lot to help plan some of the events for the kids and parents. A lot of people in the complex here are alone. We try to get out and let them know they can participate in any of the activities going on. Now we're starting to see new faces and it's really positive. It's slowly connecting people a lot more.*

Tammy *The resources that come out of this place, it's just amazing. Being a single parent of four, it's hard juggling my time taking my kids to different programs. Meanwhile, they offer programs and activities for kids of all ages and it's all right here; just send them out the door. That benefits my family. I try to participate in everything.*

Lisa *The community would be chaotic without this centre. The kids can come here right after school and they do, they run here! It keeps them out of trouble.*

Tammy *We also started a Citizens on Patrol Program recently and we are trying to pull in more parents so we're all on the same level when it comes to things like our kids' curfews, so there's not one out at a certain time when the others are in. That's our main concern: safety for our children.*

Lisa *And one thing I've noticed lately: There used to be a lot of bad activity on this side. The police were constantly coming to the area and that's not the kind of exposure you want for your child. That has changed.*

Lisa and Tammy

Thank you to United Way for making everything possible and thank you to Winnipeggers for supporting our resource centre and giving us the opportunity to have all these activities!



"The stuff we have here really benefits the neighbourhood."

Tammy

Building Capacity

From the earliest conversations about United Way's relocation to 580 Main Street came a vision for creating a space that would not only house day-to-day operations, but become a place for community. Now entering year four, that vision has become a reality that translates into three new lines of business for United Way—accessibility, innovation and learning, and the manifestation of our values come to life.

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Community
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SUPPORT AN
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NETWORK

BUILDING
CAPACITY

ACCESSIBILITY

Community hosts: creating a welcoming and engaging space

United Way welcomes around 1000 visitors every month, 420 to access a service or resource. It's an eclectic mix of United Way board, committee and council volunteers; job applicants; vendors; other non-profit agency staff and volunteers; the general public and people from business, education, labour, government and other sectors. All are welcomed by our Community Hosts. The hosts are United Way to these visitors and do everything humanly possible to meet visitors' needs, all with an authentic smile, genuine warmth, professionalism and preparedness for the unexpected.

"Today we had a man come in looking for dry shoes. A colleague overheard and suggested that I ask our productions and facility coordinator. I called him up and he was at the front desk measuring the man's feet within seconds. He jogged to his area and came back with a nice dry pair of shoes. Lo and behold, they were the perfect fit. I noticed the man's hands were red and bare and nothing covered his head. We have a box of items from Koats for Kids that we keep at the front desk especially for times like these. The man found himself some nice warm gloves, and a toque to cover his head. He said thank you many times, and was quickly on his way."

Sherry Laroque, Community Host
November 2012





INNOVATION

Supporting and promoting social and for-profit entrepreneurship

In the Innovation Centre (IC), Hot Desks offer individuals or organizations with a social mission a cost effective and professional office environment. The IC provides all the basic business requirements while providing enhanced permanence, credibility and community connections. Furthermore, the open, engaging environment lends itself to (sometimes unexpected) collaborations, partnerships and community engagement. The University of Manitoba, for instance, is currently using the IC model as a case study.

Full-time occupant Spark, a program of CEDNET that connects volunteer professionals to a broad range of community economic development projects, recently renewed their lease. Other full time occupants include the Winnipeg Poverty Reduction Council, Gang Awareness for Parents and Bahá'í Community of Canada.

"The amenities, services and options exceeded my expectations, in particular the affordable cost. It is not easy to find a package such as the Innovation Centre, not to mention the credibility of being housed with United Way," said Jordan Bighorn from Bahá'í Community of Canada.

There are also a handful of part-time occupants, independent initiatives, just getting their businesses started including Invasion Magazine, Haitian Schools Without Borders and Moon Voices.

Housing operations in the Innovation Centre has also allowed these tenants to offer and access learning opportunities at a low cost.

LEARNING

Building and enhancing capacity, skills, knowledge and collaboration

FAST FACTS

1248 registrants have participated in...

300+ hours of learning/sharing/skill development.

298 bookings in 2012-13

36% 2nd year bookings growth rate

A low fee structure for the main floor meeting space attracts a broad range of users and increases traffic to the building. Bookings are predominantly from non-profits, but we're also seeing increased use by government, business and other sectors.

An astounding 95% of surveyed users said they are either very satisfied or satisfied with the space, its supports, resources, and fee structure.

// *In the last year or so, Mood Disorders has doubled its budget and programs, but not its infrastructure. We didn't have the competencies/skills we needed to manage that growth efficiently and effectively. We also don't have much money to build our organizational capacity, so these sessions have been a gift for our staff and board members.*

We've been to all five Charity Law Seminars, the Evaluation Foundations series, Succession Planning and most recently the HR Community of Practice without which I'm confident we would have lost staff. An ancillary benefit, participating in Learning Centre sessions has also enhanced connections and partnerships with others in significant ways which has helped me, and helped us help others.

Mood Disorders is a stronger organization today because of the learning opportunities provided by United Way of Winnipeg."

Tara Brousseau,
Executive Director,
Mood Disorders Association Manitoba



Learning Opportunities Offered in 2012/13

Charity Law Seminar Series

Evaluation Foundation

Finance/Operations Seminars

Digital Storytelling

Succession Planning

Stronger Together — Leading and Managing in a Unionized Environment

Social Return on Investment, Imagine Canada Standards.

HR Communities of Practice

Leading and Managing in a Unionized Workplace

When you're an agency trying to adapt, grow, and develop solutions to some of our city's most challenging issues, the workplace dynamic is far from constant—new staff, new positions, management structures, hiring and advancement—it's a lot to keep track of. Add to that union stakeholders, contract negotiation and overall process, and it's easy to see how complex and overwhelming it can quickly become.

With this understanding, United Way developed the Leading and Managing in a Unionized Workplace seminar to help agency partners build positive relationships with unionized staff, create peer networks and connect people with tools and supports that will help navigate the collective agreement and bargaining process.

Held in the Learning Centre on February 13, 2013, the event attracted over 40 people from diverse backgrounds—legal and HR professionals with expertise in labour relations, labour law, and human resources management. It recognized labour leaders like

Heather Grant-Jury, Sandra Oakley, Dave Sauer, and Daniel Kushneryk; and a mix of both new and experienced program managers and executive directors from United Way's 20 unionized agency partners.

"It was profound for me," said Darlene Klyne, executive director of CEDA. "I hadn't thought of the collective agreement as a legal document before. Now I see how it supports relationships. The session also changed how I view a unionized environment and clarified my role as a manager."



"This is knowledge and understanding that ultimately adds up to a healthy labour management culture, and promotes positive relations between labour and management."

Sandra Oakley,
Deputy Chair of Labour for
United Way's 2012 Campaign Cabinet



Imagine Canada Accreditation: Bringing the value of national standards home

Among the first to receive accreditation from Imagine Canada's new standards program in 2011, United Way of Winnipeg is now working to strengthen trust and confidence in our local non-profit sector by helping agency partners and others achieve the same national accreditation.

"Having this 'trustmark' of approval demonstrates that we are living best practices in areas like financial transparency, board governance, volunteer management, and overall accountability," said Ayn Wilcox, United Way's chair, board of trustees.

"Our goal is to raise the bar in non-profit and charitable business practices."

In October, United Way welcomed Marcel Lauzière, president of Imagine Canada to our Learning Centre to help local non-profit groups understand the importance of these standards as well as the process and requirements for earning accreditation. United Way representatives used the opportunity to share our own journey as part of Imagine Canada's pilot program, and to offer encouragement and mentorship to others.

"People are very curious about this program and United Way's presentation was very informative and well-received," said Erik Butenschon, manager of training and development at Volunteer Manitoba—one of 50 agency partners and non-profit representatives in attendance. "I think this is a helpful step toward giving donors and the general public a sense of confidence in our sector, particularly in an era where funding sources are narrowing and non-profits will need to get more and more creative with fundraising."

"The Imagine Canada standards program fits perfectly with our strategy to strengthen the capacity of an essential network of programs and services," said Linda Brazier Lamoureux, United Way's director of learning and innovation, whose own role as a peer reviewer underscores United Way's commitment to leading the process forward in our community.



*A unique partnering framework aligned
and responsive to Aboriginal community-
based organizations in Winnipeg*

A strong foundation for the Aboriginal Organizational Capacity Building fund

When the federal government was seeking a community partner to develop a pilot project to enhance the capacity of the Aboriginal social service sector, they turned to United Way.

With a mandate to support non-profit Aboriginal service organizations and inspire growth and stability for the sector by building on existing strengths, they sought to leverage the relationships and trust the Aboriginal Relations Council (ARC) had built with Aboriginal-led organizations in our community.

"It proved the beginnings of a wonderful relationship," said Christine Cyr, ARC chair. "Those conversations and many, many presentations eventually helped us secure the commitment and involvement of both the federal and provincial government."

The partners, which today include the Urban Aboriginal Strategy, Aboriginal Affairs and Northern Development Canada, the Province of Manitoba's Aboriginal Northern Affairs and United Way of Winnipeg, spent the first two years laying the foundation for the fund, creating terms of reference and defining processes and best practices.

"It's an innovative, collaborative and inclusive approach," said Brenda Mazur of Aboriginal Affairs and Northern Development Canada. "A unique partnering framework aligned and responsive to Aboriginal community-based organizations in Winnipeg."

To date the partnership has supported 29 initiatives through the provision of grants totalling almost \$350,000.

"The support we've received has enabled us to improve completeness and accuracy of financial information, increase effectiveness of processes for monitoring our financial situation, and enhance our ability to retain employees for the long term," said Anita Ducharme, executive director of the National Aboriginal Diabetes Association.



PHOTO: T.M. Flett

United Way is committed to partnerships that are working to find innovative solutions to the underlying causes of some of our city's most pressing issues—to prevent problems from occurring in the first place and create long-lasting change.

Winnipeg Poverty Reduction Council

The Winnipeg Poverty Reduction Council (WPRC) is made up of leaders from business, government and the non-profit world. They share a strong belief that an effective response to poverty must be comprehensive, coordinated and inclusive.

“Our members and volunteers are committed to discovering and addressing service gaps and systemic barriers that make it difficult for people to transition out of poverty,” said Charles Loewen, business co-chair of WPRC.

Membership grew from 20 to 40 over the last year.

“The council believes that as a community, Winnipeg is rich with people and programs, but could have a greater impact by doing more to connect, align and (where necessary) reinvent current systems,” said Cynthia Foreman, community co-chair of WPRC.

As such, WPRC’s activities centred on four priorities in 2012/13:

Long-Term Strategy to End Homelessness

The WPRC mobilized a multi-sector task force that is now developing a 10-year plan to end homelessness in our city.

Cross Sector Sports Initiative

Designed to enable youth in low-income situations to reach higher participation levels as players, coaches and officials, the initiative engaged 900 young people last year and saw 15 community volunteers become certified in coaching and first aid.

Early Childhood Development

WPRC is exploring ways for all children in our city to be ready for school when they start kindergarten.

Financial Literacy

WPRC engaged Service Canada in a summer pilot project that involved its staff visiting community organizations to help newcomer families acquire social insurance numbers and learn about federal government programs like Canada Learning Bonds.

2

Community
Impact
Strategy



ADDRESS
UNDERLYING
CAUSES



Children participate in a summer soccer program with mentors from the University of Winnipeg and Youth Agencies Alliance.

“Poverty is the worst form of violence.”

—Mahatma Ghandi

Can evidence inspire a community?

"Data moves people beyond their perceptions," said Henry Venema, vice president of science and innovation at International Institute of Sustainable Development (IISD). "When we know how we are doing as a community—where we are strong and where we need improvement—that information can inspire people to think or do things differently."

That is the goal of Peg (mypeg.ca)—a community indicators system for Winnipeg developed by United Way and IISD. "Above all, we want to do more than simply put information out there," said Venema. "We want to help people access, understand and use this information in a way that is meaningful for them."

The case for evidence will itself be tested this fall with the public launch of Peg. In preparation, United Way and IISD have

spent the past year finalizing development of all indicators and improving the Peg website and user experience. This includes the addition of short, personal video stories that capture the essence of life as a Winnipegger through the lens of many different people and perspectives.

"We are the first community indicator system to use stories together with data to inspire action," said Venema.

It's about looking beyond the numbers to see the whole story, and embracing a larger sense of lasting change.

To coincide with the launch, Peg will release a report on the current state of well-being in Winnipeg. Subsequent reports will drill deeper into other themes and indicators. As well, preliminary discussions are exploring the value of integrating Peg into Winnipeg classrooms for research and education.



Among a number of tools that will be available on the Peg website: heat maps that show concentrated areas of activity and prompt users to dig deeper and discover the "whys" and "hows."

While they may exist for seemingly good reason, sometimes our society's systems, policies or commonly held beliefs can create unexpected barriers for people trying to change their lives for the better. United Way works with experts, leading organizations and individuals from our community to gather and share information that can build knowledge and influence change. One of our newest tools in pursuit of that end is Living on the Edge.

3

Community
Impact
Strategy



**BUILD
KNOWLEDGE
& INFLUENCE
CHANGE**



What is Living on the Edge?

Living on the Edge: Taking a Look at Poverty is a unique group experience designed to provide a glimpse into what life might be like for a low-income family. Participants are placed in family units, each with a story that describes their financial situation. The two to three hour simulation is divided into four short “weeks” during which the family performs day-to-day tasks like sending children to school or childcare, getting to or finding work, paying

bills, visiting social services, buying groceries, cashing cheques and more. Following the simulation, a debrief gives everyone a chance to share what they learned or felt as a result.

So far, 13 groups including businesses, government and two school divisions have participated in the simulation. It’s proving a powerful tool for building knowledge and understanding, dispelling myths and influencing change through reformed policy.



“This was a learning opportunity that changed me deeply and helped me understand issues for people living in poverty like nothing else.”

LIVING ON THE EDGE

Lorelei’s story

Lorelei Bunkowsky, a school principal, was assigned the role of a 30 year old single mom during her Living on the Edge experience. She had two sons, a 15 and 17 year old and the oldest was getting into trouble at school and getting involved in gangs. With a high school education, her character had worked as a secretary before the responsibilities of raising two boys forced her to leave her job.

“I became so overwhelmed with my day-to-day circumstances that it felt impossible to plan ahead. It was like I could not lift my head to see what was in front of me. The attitude of the people at the agencies, institutions or businesses could make or break you. Any small act of kindness was so appreciated.

“As a teacher and principal in my real life, it became especially evident how every parent has good intentions about sending their children to school, knows it is important and wants them there. But when life presents such challenges and you are forced to prioritize, school can fall to the wayside. Getting homework done, finding that extra three dollars for the fieldtrip, attending parent-teacher conferences, these things will take a back seat to food, shelter and income.

“When I headed back to my school, it was like a flood gate opened. I cried all the way. Have I made a parent feel overwhelmed, undervalued and misunderstood? Has the school, our systems, our expectations, our reactions contributed to the stress of a family living in poverty?

“This was only an hour and a half of my life and I couldn’t believe how difficult the choices for my simulated family became. As a person who has never lived in poverty, how could I possibly relate to that single mom who has seven children, is wondering how to feed her family, and I have asked for the third time in a month to treat her whole family for lice.

“In the days that followed the simulation, a woman visited our school office. Accompanied by her two children, the mom had come to pay her fees. I overheard the secretary explaining that she couldn’t take the money today because the person who collects the fees was not there. They’d have to come back another day. I jumped up from my desk. All the emotions and feelings I’d experienced in the simulation came flooding back. I couldn’t send this mother away and make her pay for transportation and lose that time to come back another day. I reassured the mom that we would accept her fees and she wouldn’t have to return. I told my administrative staff to ensure parents never have to come twice for the same purpose.”

Attitudes changed. Policy changed. Lives changed.

“Watching participants experience just a taste of what my life has been like... gives me hope.”



LIVING ON THE EDGE

Cassandra's story

Cassandra Golondrina is a single mother of five and a self-described survivor of life, having lived with mental health issues and in poverty for many years. In spite of these challenges, she has remained a community activist, volunteer and, most recently, student. While completing her Community Development degree, she learned about Living on the Edge during an internship at the Winnipeg Poverty Reduction Council. She has since become one of its most active and impassioned advocates and volunteers.

“I find every simulation comes with its own experiences and emotions. The way individuals react during the simulation and the conversation that follows always stirs something deep inside of me.

“One of the hardest things to watch is how the ‘parents’ feel about the challenges preventing their ‘children’ from just being kids—the way they feel about easing the pressure on the kids. I know what that’s like. As much as I tried to give my own kids opportunities to just be kids, we would not have survived as a family without each and every one of them taking on adult responsibilities and in some cases carrying the stress that goes along with it.

“A lot of the participants I have seen are actual service providers who would have a great deal of contact with people living this reality. Being poor...we are not looking for special treatment, just a little compassion. Watching participants experience just a taste of what my life has been like, and watching the realizations that come from Living on the Edge, gives me hope—hope that it will change the way they think and act in the future.”





PHOTO: T.M. Flett

THE ART OF RECIPROCITY

Inspiring Winnipeggers to support an essential network of programs, partnerships and agencies remains a core part of United Way's work. However, as with many other practices, there is no one-size-fits-all model when it comes to giving. United Way's Aboriginal Relations Council leads the way in a conversation that's transforming how we regard philanthropy.

"We recognized a need for a model that reflects the Indigenous experience, beliefs, traditions, history and culture," said Christine Cyr, chair of United Way's Aboriginal Relations Council.

Entered into with a format of consultation, adaptation and learning, the council invited Native Americans in Philanthropy (NAP) to present an overview of their Art of Reciprocity (AoR) framework.

With a growing circle of non-profits, tribal communities, and foundations, NAP has been engaged in an in-depth exploration of modernized forms of Indigenous caring, sharing, giving and making a creative difference. From that exploration emerged AoR, a guide which may prove useful in garnering deeper engagement with Winnipeg's growing Aboriginal population.

"It could potentially alter the foundations of United Way's relationships from being transactional to a much a deeper nature that honours the histories, experiences and cultures of Indigenous peoples," said Cyr. "It underscored the importance of going beyond western donor-donee relationship models to ones based on true reciprocity."

Going forward, the council will take its learnings to United Way's board of trustees and other key stakeholders to determine how AoR might become a tool to achieve our collective goals.

What can one person do?



Doug Fyfe,
Sponsored Executive
during United Way's
2012 Campaign.

While Winnipeggers give generously of their time, ideas and hard-earned dollars all year round, the high season is certainly September through December when United Way's annual campaign kicks off. Over a thousand workplaces and tens of thousands of workers get involved. In support of it all are the Sponsored Executives (SEs).

Loaned or sponsored from over 50 community-minded employers, approximately 40 SEs join us each August. They receive fast-paced professional development training in project and time management, client relationships, fundraising principles, public speaking and strategic thinking. All the while they're receiving certification in a University of Manitoba accredited Leadership Development Program. They're also gaining a deeper understanding of some of the issues facing our community.

Doug Fyfe, on loan from Manitoba Entrepreneurship Training and Trade, joined fellow SEs for a tour of the North Point Douglas Women's Centre, part of the SE orientation and training.

"Ten of us went. The main activity room is a space about the size of my living room. A single room in the back serves as a laundry, storage and meeting room. Every year, hun-

dreds of women visit the centre for parenting, counselling and violence prevention programs or to access laundry facilities and emergency supplies.

"After the tour, I couldn't get the centre off my mind—the small space and limited resources, the violence clients often face. I wanted to do something to help.

"But what? I know nothing about making buildings bigger or the violence these women experience. Alone, I cannot achieve much; my neighbourhood however...

"I decided to organize a donation drive. I wanted the centre to be able to focus on bigger issues, not worry about having enough toothpaste or toilet paper. The Executive Director provided me with a list of everyday needs and I distributed it to everyone in Normand Park. But I began to doubt myself. What will my neighbours think? Who is this Fyfe character? Why should I donate to an organization I never even heard of?

"But a week later, with the help of my fellow Sponsored Executives and a few of our neighbours, our family delivered two half-ton trucks full of goods to the North Point Douglas Women's Centre.

"That's what United Way is all about. Pooling resources. Bringing our community together."

// *Our family delivered two half-ton trucks full of goods to the North Point Douglas Women's Centre.*





As the only organization apart from the government to provide multi-year core funding, United Way supports and strengthens the stability and sustainability of an essential network of more than 100 interdependent programs, partnerships and agencies.

4

Community
Impact
Strategy



INSPIRE
ACTION

A year of living generously

"If you ever want to see the very best in people, I would highly advise some time among the passionate Winnipeggers and volunteers who year after year inspire thousands of people and workplaces in our city to get involved and make a difference through United Way.

"From the moment I took the torch from Edward Kennedy in 2012, to the moment I passed it to Steve Chipman in 2013, I encountered daily reminders of why Winnipeg is regarded as one of our nation's most caring communities.

"Well before September and our city-wide kickoff, our 2012 fundraising campaign was off to a flying start with help from close to 40 Sponsored Executives like Doug Fyfe (see page 29) and a cabinet of nearly 40 more leaders and champions. Then there was a mighty boost from over 1100 consci-

entious workplaces and thousands of caring Winnipeggers, including many who gave us much-needed momentum by making gifts and running workplace campaigns early.

"Together, we set a new record by raising more than \$19.8 million—our largest achievement ever. But it's what this money makes possible—examples of which fill the pages of this annual report—that is by far our greatest achievement.

"I met so many people who changed their lives and gave themselves and their families a second chance, all because Winnipeggers cared enough to volunteer, donate money, or even just take the time to understand the issues. Their amazing stories reinforced for me just how important our work together is.

"It has been an honour and a life-changing experience. Thank you for the opportunity."

"Above all, I learned that Winnipeggers really do care about building a safer, stronger community we can all believe in—a Winnipeg we can all be proud to call home. Knowing that, more than anything, makes this experience so meaningful."

Doug Finkbeiner
Partner, Taylor McCaffrey LLP
Chair, United Way's 2012 Campaign Cabinet

A pillar of stability in difficult times

In recent years the Canadian social services sector, including the critical network of programs and partnerships supported by United Way, has been adapting to a difficult financial environment in which many funding sources have been reduced or no longer exist.

However, United Way is a unique and very important provider of core, sustained funding— an essential supplement to limited program funding currently provided by government and other sources. This creates stability, which makes an enormous difference in the effectiveness of the programs and services United Way supports.

// *Core funding makes it possible for us to provide better services to more Winnipeggers. It gives us flexibility to meet our mission more creatively and explore new ways of doing things. Our clients and the wider community can trust that we are in it for the long haul. Likewise, current employees and people thinking of building a career with us can feel confident that we are a source of stable employment and income. The fact that we receive core funding means United Way believes in what we're doing and how we're doing it. That trust and credibility leads to broader support and further opportunities to improve our effectiveness and deepen our impact."*



Lois Coleman Neufeld
Executive Director
Mediation Services Manitoba

NEW IN 2012

With generous contributions from donors, United Way continues to support and strengthen an essential network of social programs and services delivered through nearly 100 programs, partnerships, and agency partners.

In 2012, community investment volunteers led by Chair Lindy Choy had an opportunity to increase sustained funding for five agency partners. Among them, Opportunities for Employment is using the

increase to provide more than 300 refugees and newcomers each year with the skills and support to find a job that provides both a source of pride and stable income. (Read Henok's story on page 12)

As well, the committee was able to return to a pool of more than 123 proposals received in 2011, and allocate close to \$120,000 toward four time-limited investments aimed at helping kids in our city be all they can be by equipping them with important life and leadership experiences.

CAMPAIGN ACHIEVEMENT

For employees at Ma Mawi Wi Chi Itata, community support is more than a job.



Diane Roussin
Executive Director
Ma Mawi Wi Chi Itata

A United Way agency partner for more than two decades, Ma Mawi Wi Chi Itata Centre is as committed to building a culture of generosity as it is to providing culturally relevant resources for Aboriginal families in Winnipeg.

Each year, Ma Mawi employees participate in a United Way workplace campaign in support of the very same programs and services they help deliver as part of an essential network of community organizations and United Way partnerships.

"Ma Mawi Wi Chi Itata translates from Ojibway to the phrase 'we all work together to help one another,'" said Diane Roussin, Ma Mawi's executive director. "At the heart of this phrase is the concept of reciprocity. We know that if our children and families do well, we all benefit and we all do better as a community."

In the past two years, participation in Ma Mawi's United Way campaign has more than doubled. Likewise for employee contributions, which amounted to almost \$13,900 in 2012. With Ma Mawi staff scattered throughout multiple locations, Employee Campaign Chairs like Amber Gareau and Will Hudson go to great lengths to ensure everyone at the organization has a chance to participate and make a difference.



DID YOU KNOW?

Donations from employee campaigns run by United Way agency partners totalled more than **\$346,000** in 2012.

CAMPAIGN ACHIEVEMENT

Exponential growth

Every day, the partners and employees at MNP are working hard to help people and businesses achieve their goals. The same determination that's made this chartered accountancy and business consulting firm one of Canada's largest has also served the company's Winnipeg team well when it comes to their goals for corporate citizenship and community involvement.

"Relationships are very important to us. We take special care to balance national and local interests by being attentive and accountable to people in the communities where we live and work," said Stacy Loree, co-chair of MNP's United Way campaign for three years.

With help from Co-chair Jeff Eckstein, Loree led the team to raise more than \$72,000 in 2012—nearly triple what they raised just four years ago. Likewise, participation among roughly 200 employees has also increased from 20% to 80%.

"We choose to support United Way because with one donation, we are making a difference for many different programs and organizations, and therefore many more Winnipeggers," said Loree. "The more people who know that, the more they want to get involved, so we really started to focus on helping co-workers better understand the impact of our support."

Championed by Rob MacDonald, leadership at MNP nearly doubled last year, with 27 people each committing to donations of \$1200 or more. A senior volunteer on United Way's campaign cabinet, MacDonald's own leadership is clearly a driving force together with regional managing partner Andrew Stibbard, whose personal contributions as Chair of United Way's annual golf tournament committee make MNP an important partner in all facets of our support for community.



Jeff Eckstein and Stacy Loree received Spirit Awards from 2012 Campaign Chair Doug Finkbeiner for their outstanding success co-chairing MNP's annual United Way workplace campaign last year.



A hole lotta love

Since its inception 19 years ago, business and community leaders have raised over \$700,000 in support of United Way's work in our community through the annual golf tournament.

The organizing committee knew they had to come out swinging in celebration of the tourney's 20th year on August 1, 2012. They left no sand-trap untapped, no dog-leg un-mastered, no par birdied and solicited an incredible 55 sponsorships and 152 golfers. Together, they helped drive the event to record setting results, raising just shy of \$108,000.

"It's an incredible achievement," said tournament committee chair Andrew Stibbard. "It shows what amazing things can happen when all kinds of groups—volunteers, golfers, sponsors, staff, and more—come together for our community."

United Way would like to thank the golfers, sponsors, volunteers and tournament committee, for showing our community a hole lotta love.



Andrew Stibbard
United Way 2012 golf committee chair



MTS answers the call

The numbers don't lie—our community's capacity to care is boundless. That's what MTS set out to show when they turned their annual Day of Caring into an entire week in support of United Way's Koats for Kids program.

They called on everyone in the organization to mine basements, turn out closets, and up-end attics and crawlspaces in search of unwanted, yet gently used winter outerwear.

An outpouring of support over three weeks saw mountains of donated clothing accumulate at the various MTS buildings and branches around the city. Then 42 staff volunteers spent 137 combined hours over four days carefully sorting the coats, hats, mitts and scarves.

As if that didn't already communicate their commitment to caring, they used their own vehicles to deliver orders to schools, daycares, and agencies, giving new meaning to the term clothing drive.



DAY OF CARING

48	workplaces
10	schools
7	groups
45	agency partners
8	community groups
1,240	volunteers
4,500	volunteer hours
97	projects
15	collection drives
112	Day of Caring projects

1 BIG DIFFERENCE





12



COAT IS GIVEN TO THE CHILD

Kids grow fast. Some coats find their way back to the depot again (and again).

11



VOLUNTEERS FILL ORDERS WHICH ARE THEN PICKED UP BY THOSE WHO MADE THE REQUEST

10



SCHOOLS, DAYCARES, UNITED WAY AGENCIES AND COMMUNITY GROUPS PLACE ORDERS

8



VOLUNTEERS DONATE HAND KNITTED MITTENS, HATS AND SCARVES

9



VOLUNTEERS SORT AND ORGANIZE COATS BY SIZE

KOATS For Kids

AMJ Campbell Van Lines travels an estimated

2600 km

each Koats for Kids season. That's the equivalent of driving from Winnipeg to New Orleans.

WINNIPEG MANITOBA, CANADA

NEW ORLEANS LOUISIANA, USA

GenNext

United Way's GenNext Council is a group of young professionals who represent our city's next generation of business and community leaders. This year, GenNext members teamed up on several activities bringing young people together to get involved in their community. Here are two examples:

THE NEXT: PRAEHISTORIA

The Next is the annual flagship event for the GenNext Council. In 2011, Cirque, a big top inspired party, raised more than \$17,000, a tough act to follow. However, 2012's The Next: Praehistoria made history by transporting ticket holders back to an era when dinosaurs roamed the earth. Guests dressed as sabretoothed tigers and cave people enjoyed live DJs, Jurassic inspired appetizers and an almost larger than life anamatronic T-Rex.

"We couldn't have been happier with the response," said event co-chairs Jonathon Giller and Lana Bakun. "More than 800 Winnipeggers attended, raising over \$30,000, as well as some much-needed awareness about United Way for the next generation of supporters here in Winnipeg."

GOODWORK

GenNext partnered with Secret Handshake, a network of professionals from ad agencies, web companies, freelancers and students to create Goodwork. The country's first event of its kind, it brought 49 volunteers with skills in branding, design, marketing, social media, writing and web development together with 14 United Way agency partners.

"The unfortunate truth is people evaluate how professional, current and competent your organization is based on your materials," said Choloe Chapple, executive director of the Manitoba Association for Rights & Liberties. "Unappealing product can not only limit your ability to attract new volunteers or funders, it can hinder your ability to promote programs and reach new participants."

Starting early on Saturday, March 9, 2013, participants turned out 37 projects by day's end—from business cards to websites—and contributed over \$40,000 of in-kind work.

"Judging from the response of our volunteers and the excitement of the non-profits I'd say it was an incredible success," said Leanne Schmidt, Secret Handshake co-founder and Goodwork event chair, sentiments echoed by Paul Lacap, GenNext Council incoming chair. "It's a great foundation for similar partnerships and events in the future."

Special thanks to Secret Handshake, New Media Manitoba and McLaughlin Capital Management of RBC Dominion Securities Inc., for all your support and sponsorship.



Jan Castillo and Mark Remoquillo were among 49 volunteers who together contributed over \$40,000 of in-kind creative work through Goodwork

KEEPING THE MEMORY ALIVE

“I was devastated when my son Brian took his own life.

“When the police came and told me, early in the morning of July 14, 2000, I just couldn’t get my head around it. I couldn’t understand what had happened to my smart, helpful, level-headed, independent boy—from the time he set out on his own at 19 to the moment the evening of July 13 when he chose to end his life at only 25 years of age.

“It was a tough, tough time for me. Especially that first year. The year of firsts—first birthday, first Christmas, first Mothers’ Day. I turned to friends and family. I went to counselling, through United Way...one of their agencies. That helped. That helped a great deal actually. And I was reading all these books, just trying to get some understanding.

“I remember reading about this mom and dad who were suffering the same as me. They set up an endowment in their child’s name to help other students and I thought ‘Gee, I wish I could do something like that.’ When the time was right, I called United Way and established the Brian David Schellenberg Memorial Fund through the Tomorrow Fund.

“My goal is to reach \$100,000. I plan on putting \$5000 per year towards his fund every year for the next 20 years. I just think if we can reach that, imagine how many people we can help. Imagine how many kids we can help. I hope I’m around to see that happen. But if I pop off before then, I’ve made arrangements in my will. A third of my estate goes to my son’s fund. At the end of the day he gets more than the other beneficiaries, but he’s my son. He should. And in my mind it’s keeping his memory alive and that’s alright by me.

“I also found out that a friend has been donating—on my birthdays...at Christmas. I never even thought of that, you know. I was just doing it to make me feel better and when she started doing it, it was just fabulous.

“It gives me great peace knowing Brian’s name will carry on. Even after I’m gone, his name will be there, helping young people. Then at least I was able to bring something positive out of this tragedy.”

Lynn Schellenberg



The Tomorrow Fund, United Way’s endowment, is an enduring way for Winnipeggers to invest in generations to come, continue annual giving in perpetuity, and create a personal legacy.

There are numerous ways to do so: named funds, gifts of appreciated stocks and securities, in memoriam or celebratory gifts, designating a life insurance policy or a bequest in a will.

Thanks to generous Winnipeggers like Lynn, the fund’s value now stands at \$11.7 million.

TREASURER'S REPORT

In 2012-2013, United Way of Winnipeg continued to demonstrate prudent fiscal management and solid fundraising performance.

United Way of Winnipeg protects the resources entrusted to it by the community while generating maximum long-term sustainable revenue to create opportunities for a better life for everyone.

A set of core values drives our financial stewardship practices, including:

- Adherence to the highest standards of excellence;
- Accountability and impact;
- Prudent use of resources; and,
- Providing fair, accurate and honest disclosure of information.

In 2012-2013, the Board of Trustees with the support of the Finance & Administration Committee:

- Developed, implemented and closely monitored a financial plan to focus the investment of human, financial and in-kind resources required to achieve United Way of Winnipeg's organizational goals and strategies, and the desired outcomes for the community.
 - In 2012-13 United Way reported revenues of \$26.7 million which will be invested in our community to help create opportunities for a better life for everyone.
 - Thanks in part to an annual grant for fundraising and administrative expenses from the Province of Manitoba, United Way continues to invest every donation to the annual campaign. United Way's work, investments and partnerships are focused on providing tools and supports that help kids be all they can be, help people move from poverty to possibility, and support strong communities and healthy people.
 - United Way invested \$15.9 million in close to 100 community organizations that support our areas of focus and \$2.8 million in United Way community programs and partnerships.
- Managed the investment of funds with a balanced approach and a long-term focus.
 - During 2012-2013, investments yielded returns of 10.14%.
 - The Board of Trustees approved a 4.5% expenditure of investment income based on the average results over the previous five years. In accordance with policy, in any year where the investment returns are higher/lower than the budgeted amount, the excess/shortfall will serve as an increase/decrease to the Stabilization Fund. The higher than budgeted investment return resulted in an increase of the Stabilization Fund of approximately \$0.78 million for 2012/13.

United Way's prudently-managed fiscal resources are demonstrating positive performance, both financially and in terms of better lives for all Winnipeggers.


Tanis Petreny, Treasurer

FINANCIAL STATEMENTS

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS

To the Members, United Way of Winnipeg

The accompanying summary financial statements, which comprise the summarized balance sheets as at March 31, 2013, March 31, 2012 and April 1, 2011 and the summarized statements of community and operating activities and changes in fund balances for the years ended March 31, 2013 and March 31, 2012, are derived from the audited financial statements of United Way of Winnipeg (the "Organization") for the years ended March 31, 2013 and March 31, 2012. We expressed an unmodified audit opinion on those financial statements in our report dated May 27, 2013. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Organization.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements in accordance with the basis described in the notes to the financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, Engagements to Report on Summary Financial Statements.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of United Way of Winnipeg for the years ended March 31, 2013 and March 31, 2012 are a fair summary of those financial statements in accordance with the basis described in the notes to the financial statements.



Chartered Accountants

Winnipeg, Manitoba
May 27, 2013

BALANCE SHEETS

March 31, 2013, March 31, 2012 and April 1, 2011

	MARCH 31, 2013	MARCH 31, 2012	APRIL 1, 2011
ASSETS			
Cash and Investments	\$26,646,415	\$25,121,211	\$24,352,571
Pledges Receivable	10,955,506	11,237,647	11,625,346
Capital Assets	9,444,282	9,661,873	10,069,893
	\$47,046,203	\$46,020,731	\$46,047,810

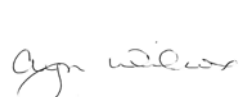
LIABILITIES

Accounts Payable and Accrued Liabilities	\$666,903	\$816,034	\$866,505
Mortgage Payable	2,997,792	3,213,292	4,154,071
Deferred Contributions	1,065,502	1,177,532	1,175,509
Other Liabilities	1,138,302	1,297,215	1,236,787
	\$5,868,499	\$6,504,073	\$7,432,872

FUND BALANCES

Community Fund	\$19,701,436	\$19,003,743	\$17,758,268
Operating Fund	916,922	1,026,287	1,072,886
Capital Assets Fund	6,751,266	6,968,857	7,477,747
Tomorrow Fund	10,876,193	10,371,308	9,597,242
Stabilization Fund	2,926,887	2,146,463	2,708,795
Building Fund	5,000	-	-
	41,177,704	39,516,658	38,614,938
	\$47,046,203	\$46,020,731	\$46,047,810

Approved On Behalf Of The Board Of Trustees



Ayn Wilcox, Chairperson



Tanis Petreny, Treasurer

STATEMENT OF COMMUNITY & OPERATING ACTIVITIES & CHANGES IN FUND BALANCES

YEARS ENDED MARCH 31, 2013 and MARCH 31, 2012

	2013						2012
	COMMUNITY FUND	OPERATING FUND	CAPITAL ASSETS FUND	TOMORROW FUND	STABILIZATION FUND	BUILDING FUND	TOTAL
REVENUE							
Net campaign contributions:							
Donations	\$18,289,213						\$18,154,922
Special events		740,309					838,009
Donor directed	1,248,859						923,777
Donor directed fees		29,884					30,797
Recoveries from the campaigns of prior years	256,760						274,610
Province of Manitoba		2,986,574					2,986,574
Legacy giving				342,739			491,466
New building capital contributions (adjustments)							(101,567)
Sponsorships, grants and other income	388,751	438,991					798,959
Funding partners and special initiatives	76,070						123,798
Investment income					1,906,910		683,246
	20,259,653	4,195,758	–	342,739	1,906,910	–	25,204,591

COMMUNITY INVESTMENT

Funding to agencies	15,878,021						15,423,030
Donor directed	1,248,859						923,777
Programs and activities	2,794,812						2,610,901
Management and administration		487,518					496,711
United Way of Canada		209,425					149,770
	19,921,692	696,943	–	–	–	–	19,604,189

OPERATIONS

Resource development		3,973,973					4,136,193
Organizational development initiatives		16,427					90,230
Amortization of capital assets			434,979				472,259
	–	3,990,400	434,979	–	–	–	4,698,682
Net funds before transfers	337,961	(491,585)	(434,979)	342,739	1,906,910	–	901,720
Interfund transfers	359,732	382,220	217,388	162,146	(1,126,486)	5,000	–
Opening fund balance	19,003,743	1,026,287	6,968,857	10,371,308	2,146,463	–	38,614,938
Closing fund balance	\$19,701,436	\$916,922	\$6,751,266	\$10,876,193	\$2,926,887	\$5,000	\$39,516,658

NOTES TO THE SUMMARIZED FINANCIAL STATEMENTS

MARCH 31, 2013

The summarized financial information is extracted from the annual financial statements audited by Deloitte LLP. A copy of the complete audited financial statements is available by request to uway@unitedwaywinnipeg.mb.ca. The summarized financial information has been prepared in accordance with criteria developed by management. These criteria require management to ensure:

1) the summarized financial information agree with, or can be recalculated from the annual audited financial statements; 2) the summarized financial information contains the necessary information and is at an appropriate level of aggregation, so as not to be misleading to the users of this information, and; 3) adequate disclosure of this criteria.

During the year ended March 31, 2013, the Organization adopted the new accounting standards for not-for-profit organizations (the "new standards") issued by the Canadian Institute of Chartered Accountants ("CICA") and set out in Part III of the CICA Handbook. The impact of the adoption of the new standards has been summarized in the annual financial statements audited by Deloitte LLP.

NATURE OF FUND BALANCES

Community Fund

The source of the Community Fund is all resources dedicated or directed to supporting investments in the community including: donations to the annual campaign, program sponsorships, government and non-government grants, gifts-in-kind, and investment income allocated through the annual budgeting process. These resources may contain restrictions imposed by the donor or provider (i.e. allocation to a particular agency or investment in a particular program, initiative or area of service) or they may be unrestricted.

The purpose of the Community Fund is the investment of unrestricted resources in the community through funding in accordance with partnership agreements and expenditures for community services, programs and/or initiatives which support sustainable community solutions to pressing social issues. Restricted resources will be allocated or expended in accordance with the directions of the donor.

The revenues presented in the 2013 Statement of Community and Operating Activities and Changes in Fund Balances include the proceeds of the 2012 Annual Campaign. In April of each year, the Organization's Board of Trustees approves the expenditure of these proceeds to support vital community services in Winnipeg. As a result, the associated community investment expense will be recorded in the year that will end on March 31, 2014.

Operating Fund

The source of the Operating Fund is the accumulation of resources dedicated or directed to cover the operating and development costs of United Way of Winnipeg including: Provincial funding, sponsorships, other government and non-government grants, special events, gifts-in-kind, and investment income allocated through the annual budgeting process.

The purpose of the Operating Fund is expenditures on: resource development, management and administration, marketing and communication, administration of community investments, research and development and purchase of capital assets for operating purposes.

Capital Assets Fund

The Capital Assets Fund was established to record the investment in unamortized capital assets. The purchase price of operating capital assets is funded through transfers from the Operating Fund. The purchase price of the new building was funded by the Federal and Provincial Government, private capital contributions and the balance being mortgage financed. On an annual basis, amortization expense is charged to the Capital Assets Fund.

Tomorrow Fund

The source of the Tomorrow Fund is permanent capital gifts made by donors to provide ongoing benefit to the community and a portion of the investment income earned on the fund. These gifts may contain restrictions imposed by the donor (i.e. governing the use of investment income) or they may be unrestricted. Separate capital records are maintained for each capital gift to ensure that the directions of the donor are implemented accurately.

In order to preserve the purchasing power of the Tomorrow Fund, the portion of the annual investment income equal to the Consumer Price Index is capitalized to the Fund on an annual basis.

Stabilization Fund

The purpose of the Stabilization Fund is to support community service levels and United Way of Winnipeg operations in special circumstances and to manage the use of investment income in order to provide a stable flow of resources for community investment and operations. Accordingly, changes in the market value of investment funds are reflected as income or loss from investments in the Stabilization Fund. On an annual basis, the Board of Trustees approves an allocation of investment income from the Stabilization Fund to the Community and Operating Funds. The amount of the allocation is based on the rate of return on investments experienced over the past five years. In addition, in accordance with policy, in any year where returns on investments are higher than the Board of Trustees approved allocation, the excess will serve as an additional increase to the Stabilization Fund.

Building Fund

The Building Fund was established to allow for funds to be set aside for future, significant repairs, maintenance and replacement costs related to United Way of Winnipeg's building at 580 Main Street.

The source of the Building Fund is annual transfers from the Operating Fund allocated through the annual budgeting process; to cover costs including, but not limited to, roof repairs/replacement, window replacement, HVAC systems etc.

UNITED WAY
AGENCY
PARTNERS

2012–2013 FUNDING

A&O Support Services for Older Adults.....	\$417,548
Aboriginal Health and Wellness Centre	\$178,570
Aboriginal Vision for the North End	\$53,102
African Communities of Manitoba Inc.....	\$34,004
Andrews Street Family Centre.....	\$202,412
Art City	\$44,427
Aurora Family Therapy Centre	\$155,167
Big Brothers Big Sisters of Winnipeg.....	\$249,794
Boys and Girls Clubs of Winnipeg	\$560,706
BUILD *	\$46,215
Canadian Community Economic Development Network	\$165,140
Canadian Mental Health Association (Winnipeg Region).....	\$364,302
Canadian Muslim Women's Institute	\$42,465
Canadian National Institute for the Blind (CNIB) (Manitoba and Saskatchewan Division)	\$421,215
Canadian Paraplegic Association (Manitoba Division)	\$126,887
Canadian Red Cross Society (Manitoba Region)	\$308,569
Centre Renaissance Centre	\$63,939
Community Education Development Association.....	\$457,711
Community Financial Counselling Service.....	\$215,940
Community Living of Winnipeg	\$180,524
Community Ownership Solutions - Inner City Renovations	\$45,900
Community Unemployed Help Centre.....	\$146,486
Elizabeth Fry Society of Manitoba	\$145,713
Elmwood Community Resource Centre and Area Association	\$156,265
Elwick Village and Resource Centre.....	\$67,014
Ethiopian Society.....	\$4,500
Eyaa-Keen Healing Centre Inc.	\$162,365
Family Dynamics (formerly The Family Centre).....	\$831,525
Fort Garry Women's Resource Centre*	\$145,976
Girl Guides of Canada (Three Areas of Winnipeg).....	\$60,427
Good Neighbours Active Living Centre.....	\$51,040
Graffiti Art Programming.....	\$157,142
Guid'Amies franco-manitobaines	\$2,900
Hospice and Palliative Care Manitoba	\$145,044
Imagine Ability.....	\$36,720

Immigrant and Refugee Community Organization of Manitoba*	\$127,630
Immigrant Centre Manitoba.....	\$152,846
Independent Living Resource Centre.....	\$158,417
Jewish Child and Family Services	\$174,611
John Howard Society of Manitoba	\$154,264
Ka Ni Kanichihk Inc.	\$190,757
Kildonan Youth Activity Centre	\$53,081
Knowles Centre	\$72,550
L'Arche Winnipeg Inc.	\$19,091
Learning Disabilities Association of Manitoba.....	\$124,779
Ma Mawi Wi Chi Itata Centre*	\$275,640
Macdonald Youth Services*.....	\$163,328
Main Street Project.....	\$143,270
Manitoba Association for Rights and Liberties.....	\$54,236
Manitoba Interfaith Immigration Council (Welcome Place).....	\$103,060
Manitoba School Improvement Program.....	\$89,951
Manitoba Theater for Young People.....	\$37,497
Maples Youth Activity Centre.....	\$54,121
Marlene Street Tenant Advisory Council	\$69,033
Marymount.....	\$78,477
Meals on Wheels of Winnipeg	\$80,266
Mediation Services: A Community Resource for Conflict Resolution	\$152,091
Mood Disorders Association of Manitoba	\$21,600
Mount Carmel Clinic.....	\$148,775
Multiple Sclerosis Society of Canada (Winnipeg Chapter)	\$124,747
Native Women's Transition Centre	\$139,192
Ndinawemaaganag Endaawaad**	\$64,075
New Directions for Children, Youth, Adults and Families	\$102,448
New Life Ministries	\$29,225
North End Community Renewal Corporation - PATH Employability Centre.....	\$46,957
North End Women's Centre	\$147,376
North Point Douglas Women's Centre	\$64,977
Nor'west Co-op Community Health Centre*	\$281,173
Ojjiita Pimatiswin Kinamatwin	\$109,403
Opportunities for Employment.....	\$91,965
Oyate Tipi Cumini Yape	\$93,673
Pluri-elles Manitoba*	\$98,966

Pregnancy & Family Support Services.....	\$104,590
Rainbow Resource Centre	\$71,461
Reaching E-Quality Employment Services.....	\$40,560
Resource Assistance for Youth	\$102,085
Rose and Max Rady Jewish Community Centre...	\$263,368
Rossbrook House *	\$309,299
Scouts Canada (Manitoba Council).....	\$43,415
SEED Winnipeg	\$537,268
Sexuality Education Resource Centre	\$111,932
SMD Self Help Clearinghouse *	\$108,649
SMD Services.....	\$986,800
Social Planning Council of Winnipeg.....	\$307,447
South Winnipeg Family Information Centre	\$46,157
Spence Neighborhood Association	\$64,404
Stroke Recovery Association of Manitoba	\$61,249
Teen Stop Jeunesse	\$204,703
The Arthritis Society (Manitoba Division).....	\$103,561
The Laurel Centre.....	\$117,414
Urban Circle Training Centre*	\$23,086
Villa Rosa*.....	\$273,512
Volunteer Manitoba.....	\$207,129
West Broadway Youth Outreach	\$105,877
West Central Community Program.....	\$129,901
West Central Women's Resource Centre	\$84,897
Wolseley Family Place	\$59,533
Women's Health Clinic	\$238,464
YMCA-YWCA of Winnipeg**	\$471,600
Youth Agency Alliance (formerly Coalition of Community Based Youth Serving Agencies)...	\$158,458

TOTAL 2012/2013 FUNDING **\$15,878,021**

* Reduced for unused Winnipeg Asset Builders Program allocations from 2010/11 and 2011/12 returned to United Way of Winnipeg

** Reduced for unused program allocations returned to United Way of Winnipeg

UNITED WAY
PROGRAMS
AND PARTNERSHIPS

2012–2013 FUNDING

Aboriginal Relations Strategy	
Community and Agency Capacity Building *	
Community Involvement Program Incubation (<i>including Living on the Edge</i>)	
Community Support	
Community Wheels Program	
Day of Caring	
GenNext	
Interactive Media Plan	
Koats For Kids	
Labour Community Advocate Training Program	
Main Floor Programs	
National Initiatives including Community Investment Leaders Network	
Peg (<i>Community Indicators</i>)	
Poverty Reduction Strategy	
Research and Policy Analysis	
Student Community Services Awards	
Youth United Strategy*	
TOTAL 2012/2013 FUNDING	\$2,794,812

* Reduced for unused program funds/grants returned to United Way of Winnipeg.

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