

INTRODUCTION

Search for a Chief Executive Officer

UNITED WAY TORONTO

For further information, please call Heather Ring or Anne Fawcett at The Caldwell Partners International Inc.: (416) 920-7702.

United Way Toronto (UWT) is an incorporated, non-profit charity. Having raised \$109 million in 2009, UWT runs Canada's largest annual fundraising campaign in support of 200 social service agencies providing a vital network of programs and services across the city.

A volunteer Board of Trustees governs all United Way decision-making. The Board oversees how donor money is distributed, shapes the strategic vision and plan, and monitors organizational performance. The Campaign Cabinet is the driving force behind the annual campaign: these business and community leaders encourage colleagues and peers and their organizations to participate. The Campaign Cabinet's effort ultimately involves 20,000 volunteers, and reaches into workplaces large and small across the city.

The mission of this values-based organization has broadened over time. In addition to its resource development and allocation role, UWT has evolved its mandate. Today, UWT is a community impact organization that uses a range of strategies to build solutions to community challenges. This includes social and public policy research, convening, and public education. The organization works closely with community partners to address systemic problems in the community it serves.

United Way Toronto strengthens lives, strengthens neighbourhoods, strengthens a city. It is a cornerstone of city building:

- It has a clear and inclusive vision for the future of Toronto; it identifies priorities that align with the City's most pressing challenges, today and into the near future.
- It works with partners across all sectors of society to harness resources and momentum required for change, from business to community agencies, residents of lower income neighbourhoods to governments at all levels, workplaces and major donors.
- It deploys an ambitious set of strategies to achieve progress towards its vision, including investments in core funding and capacity building with member agencies, driving a city-wide neighbourhoods strategy, and generating cutting-edge research and public policy solutions that are trusted by policy makers.

In driving the legacy to its next stage, the new UWT leader will:

- Continue to recalibrate strategy and tactics to take into account the shifting city landscape: post-recession effects on the economic vitality of Toronto and its residents, governments with reduced fiscal capacity to act, new municipal political leadership, a challenging fund development environment and a donor base with high expectations;
- Maximize resources of, and further develop and nurture, a complex, growing, high-performing organization;
- Build strong relationships internally and externally;
- Encourage innovation in resource development;
- Continue to build upon the foundation of a highly respected community impact organization;
- Leverage UWT to champion the vision of a strong city where everyone belongs, including sustaining UWT's leadership of diversity and inclusion.

SUMMARY OF CHALLENGES AND OPPORTUNITIES

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The following is a summary of unattributed comments, derived from over 100 individual internal and external stakeholder consultations (face-to-face and telephone meetings), plus additional feedback from focus groups and e-mail surveys. After “Mission and Reputation”, headings are listed alphabetically.

Mission and Reputation

- To sustain and build on the success of an organization highly respected for its integrity, its excellence in fundraising and relationship-building, its accountability in fund allocation, its leading-edge research and its key role as a thought leader, advocate, convenor and catalyst to address systemic social issues in the City of Toronto
- To provide leadership across the United Way movement, leveraging opportunities for local, national, and international benefit

Agency Relations

- To continue to champion and maintain core funding for member agencies
- To ensure strong relationships between member agencies and UWT, and to build cohesion among agencies
- To partner with member agencies on capacity building initiatives to ensure best use of their resources in the processes of research, strategic planning, and service delivery

Allocations

- To ensure the robustness and relevance of programming options through funded agencies and to prioritize and focus resources for greatest impact in priority areas
- To continue to review allocation practices to ensure funds are being deployed efficiently and effectively

Community Impact

- To advance priorities of building strong neighbourhoods, helping newcomers fulfill their potential, creating opportunities for youth, and addressing poverty in partnerships with government, the private sector, labour, other not-for-profit organizations, and communities
- To advance a strong evidence-based policy agenda, playing an important third sector leadership role in research, as a credible voice on issues, and as a key policy driver and funder, sometimes leading and sometimes in partnership with government
- To partner with government, the private sector, other not-for-profit organizations (including agencies and other United Ways), and communities to leverage all resources to fulfill the UWT mission
- To continue to evaluate measurable outcomes and effectively communicate UWT’s role as a community impact organization

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External Relations

- To enhance existing relationships with governments, and to continue to be seen by policy makers as a thought leader, source of expertise and credible information, and a broker of diverse partners
- To continue to develop and nurture relationships to ensure that UWT and its member agencies are well informed of pending government initiatives that will affect Toronto, and to ensure that government understands the impact on the city of its actions and expectations
- To establish a positive, productive working relationship with the “new City Hall” – Mayor, new members of City Council, senior leadership in the bureaucracy – as well as with existing and new leaders at other levels of government
- To establish trusted and effective working relationships with a wide range of external stakeholders, e.g., governments, labour leaders, corporate leaders, community leaders, youth leaders

Organizational Leadership

- To continue to implement and evolve United Way Toronto's strategic plan (Community Matters More), to create new opportunities while being mindful of both organizational capacity and operating costs, and to provide strong leadership while creating an empowering and nimble environment of shared leadership and decision making
- To deepen understanding of what it means to be a community impact organization, and to develop and use tools for evaluating and measuring impact, quantitatively and qualitatively
- To ensure that the organization's resources are optimized – and that human resources are employed effectively and efficiently
- To encourage cross-functional understanding, support and cooperation
- To continue to champion diversity and inclusion as an organizational and city-building goal

Resource Development

- To sustain and build on the success of UWT's fundraising, to explore and employ innovative approaches (such as a greater focus on social media and social entrepreneurship), and to advance effective strategies that meet growing needs in Toronto's communities
- To continue to meet aggressive fundraising targets amidst a challenged economy, an environment of government constraint at all levels, and a competitive fundraising environment
- To develop strategies to enhance donations from additional high-potential sources
- To continue to grow leadership and major gifts level donations, and to identify and explain how donor dollars are best utilized to meet community needs

Staff and Volunteer Leadership

- To empower leaders across the organization, fostering and nurturing shared leadership, and driving leadership development initiatives of diversity and inclusion, authentic leadership, and integrative thinking
- To be an accessible, approachable, and visible leader across the entire organization
- To mentor a cohesive, effective senior executive team
- To tap into, inspire, and unleash the power of the talented team at UWT
- To continue to attract, retain, recognize and benefit from the contributions of outstanding volunteers

CANDIDATE CRITERIA

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Candidates should have a track record that includes as many of the following as possible:

Experience

- Executive level leadership experience in a complex organization
- Proven track record of managing sophisticated stakeholder relationships
- Proven understanding of/ experience working with multiple levels of government, corporate leaders, organized labour, and community leaders
- Track record of development and maintenance of successful partnerships and alliances
- In-depth understanding of the complexity of the not-for-profit sector
- Proven success in building organizational capacity or transforming an organization
- Sound knowledge of public policy issues affecting the City of Toronto and surrounding areas
- Prior successful experience in direct interaction with a volunteer board
- Proven success as an organizational spokesperson
- Responsible fiscal leadership in an environment of constraint
- Proven track record of strategic thinking about community investments
- Experience building and sustaining donor relationships
- Proven experience with risk management

Leadership Competencies and Qualities

- Passion for the mission, vision, and values of United Way Toronto
- Integrity, courage, and compassion – known and respected for a track record of ethical, values-based leadership, and a commitment to social justice
- Progressive; shows evidence of innovative thinking with knowledge of emerging trends; intellectually curious; a life-long learner who promotes inquiry and learning in others
- Strategic thinker who considers a variety of perspectives and then exercises sound judgment
- Practices servant leadership; will walk in the shoes of employees, member agencies, people in need, donors, and the organization's many stakeholders
- Influencer and networker, able to build trusted relationships at all levels, internally and externally – is credible and at ease engaging with diverse stakeholders in executive boardrooms or neighbourhood community centres
- Able to inspire, convene and mobilize external resources (community leaders, partners, volunteers) to work together towards common goals; and able to mobilize and unleash internal resources – the power of the talented team at UWT
- Able to provide leadership to, and be personally effective in, fund development
- Consummate communicator and public speaker; able to articulate complex issues; exceptionally good listener; diplomatic
- A strong advocate for diversity
- Able to balance output demand and human resource constraints
- Visionary, inspirational, motivational; confident and charismatic
- Collaborative, consensus-building, empowering leadership style, but knows when to be decisive and when to say no; can make difficult decisions and stick to them
- Team builder and mentor; empathetic; emotional intelligence; models work-life balance
- Shares the spotlight, empowering other voices to speak for the organization
- High degree of self-awareness and self-knowledge; level-headed, even-tempered
- Open, transparent, approachable, and a skilled facilitator
- Practical, resourceful, and results-driven
- Energetic, enthusiastic, optimistic, with a sense of humour