

Local Love

in response



United Way
Kingston, Frontenac,
Lennox and Addington

COMMUNITY INVESTMENT STRATEGY

2020-2021
Covid-19 Response

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SECTION 1: COMMUNITY INVESTMENT STRATEGY

United Way strategically invests in programs and initiatives that focus on underlying causes to create lasting change. United Way researches and understands the social issues in our community, working with agencies, donors, volunteers and partners to fund evidence-based programs and address the root causes of issues.

Additionally, United Way has always funded programs that support immediate needs and responds to local issues. More than ever, this immediate response to local needs has been apparent during the pandemic, and has been critical in being able to support the most vulnerable.

The Community Investment Strategy provides a framework for volunteers and the United Way Board of Directors, helping them in their decisions to invest in programs and initiatives that have the maximum impact. It provides agencies with guidelines that are used to evaluate and assess funding applications.

Vision

We see a future where people are self-sufficient in a community where individuals live with hope, dignity, and a sense of belonging.

Mission

“To build and strengthen our community by bringing people and resources together to facilitate change”

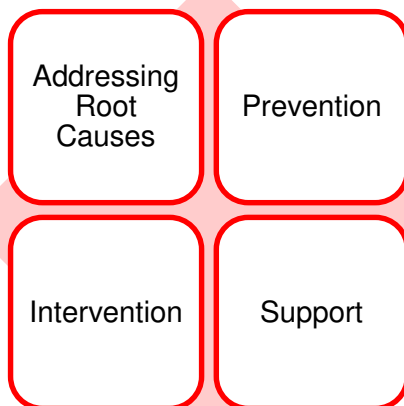
Values

We will be known as an organization that:

- Operates with integrity, transparency and accountability to the highest ethical standards to ensure public trust
- Provides leadership in driving social change, partnerships and collaborative innovation
- Respects community wisdom by considering diverse viewpoints
- Harnesses and engages the talents and resources in our community to enhance a philanthropic culture
- Promotes volunteerism through creating awareness and engagement

Four Pillars of Community Investment

Addressing Root Causes: using analysis and research to identify the issue, system-wide approaches to correct or eliminate root causes, rather than addressing immediate symptoms.



Prevention: programs and efforts help clients avoid future problems, promoting healthy functioning. Agencies locate opportunities that show promise as a cost-effective way of reducing social problems.

Intervention: purposeful actions taken to reduce symptoms, alleviate and resolve problems, enhance adaptive capabilities, and improve the wellbeing of clients.

Support: providing assistance to people in distress through programs that provide tangible, material, emotional, information and/or a sense of belonging.

2020 Context

During the 2020 Covid-19 pandemic, United Way has had to focus on immediate needs, funding programs that support basic needs: food and meal preparation and distribution, shelter services, mental health supports, and other tools necessary to support frontline agencies.

In March, 2020, Ontario declared an emergency and organizations and businesses were shut down. This was just a week prior to partner agency funding decisions being made by the United Way Board of Directors. In order to allow agencies to immediately respond as needed, partner agencies received their quarterly funding, allowing flexibility to use this as needed to get through the first quarter. The United Way KFL&A Covid-19 fund was started and donations were flowed to additional grants that supported local programs.

Similar to the experience of other communities across Canada, food and meal distribution appeared to be the highest need. Agencies delivering meals adapted by providing take-out meals, and the demand quickly grew exponentially. Counselling was moved to virtual contact rather than in-person. The City of Kingston worked quickly to move shelters to spaces that allowed for physical distancing in congregate living settings.

In the first three months of the pandemic, United Way invested \$1.6 million in 87 programs to respond to Covid-19, in addition to regular United Way funding to partner agencies. This funding was from grants through the newly created United Way KFLA Covid-19 fund, federal funding through Reaching Home, New Horizons for Seniors. In the second quarter, United Way invested a similar amount through its own funds as well as federal funding from the Emergency Community Support Fund, collaborating with United Way of Canada and local Community Foundations (L&A and Kingston area).

Agencies provide quarterly reports and United Way's Local Advisory Board, made up of experienced volunteers and professional staff, review these regularly. Grants provide reporting as per a pre-determined schedule.

Changes have been frequent and often sudden during the pandemic. It is anticipated things will continue to change over the next 12-18 months. The Community Investment Strategy has been adapted to accommodate the situation we find ourselves in, and is intended to provide some guidelines through this ever-changing landscape and for the 2020-2021 period. It will continue to be reviewed periodically to ensure it is still relevant and that it works well to support the work being done by local agencies.

Recovery

United Way has brought together a Social Services Recovery Task Force, made up of local agencies, funders, government bodies. The group has identified 3 key priorities:

1. Coordination and Collaboration, focusing on supporting food storage and distribution, resiliency through trauma-informed care and exploring options to optimize efficiency and effectiveness
2. Marketing and advocacy to help government partners and the community recognize the importance of the essential services provided through the charitable sector
3. Redesign of services to provide in-person and virtual programming

United Way will continue to identify areas of need, and will invest in programs, initiatives that are most relevant to the current situation at any given time. An equity lens will be used to ensure that funded programs serve the most vulnerable, especially in this time of crisis.

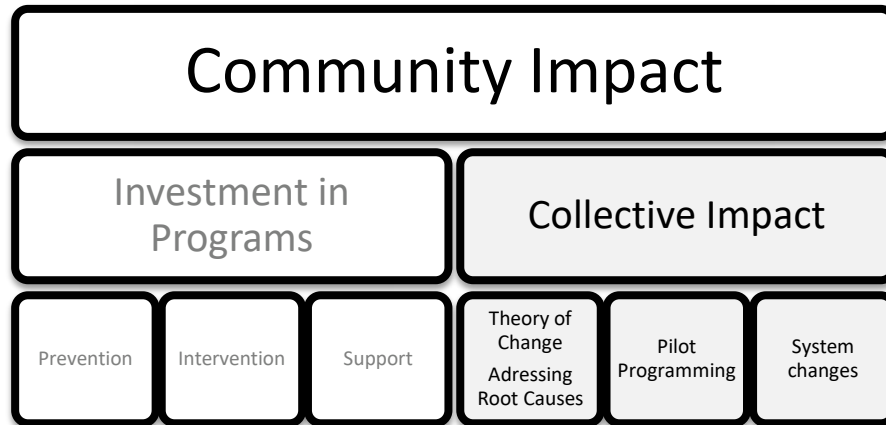
Guiding Principles

Principle	What it means
Balanced	<ul style="list-style-type: none"> - Balance immediate need during the crisis - Invest in programmatic interventions where greatest vulnerability has been identified
Responsive	<ul style="list-style-type: none"> - Respond to current and changing community environment and social conditions - Use of short and long term investments - Involve, engage and listen to those impacted the most by the issue - Engage and listen to donors, stakeholders, funders, agencies - Value the experience and knowledge of frontline service providers
Evidence-based	<ul style="list-style-type: none"> - Investments focus on measurable results that are proven to build a stronger community. Agencies provide rationale and on-the-ground experience as rationale for their need. - Be disciplined, think critically, understand issues (objectively and subjectively), focus on serving the most vulnerable people in the community - Collect, analyze, track, share information on outputs and results
Collaborative	<ul style="list-style-type: none"> - Support strategies that align with UW's focus to create immediate impact - Work with other funders and organizations as partners to leverage resources where possible - Avoid duplication and ensure efficient and coordinated approach to service delivery
Strengths-based	<ul style="list-style-type: none"> - Investment strategies build on strengths of people and organizations - Identify and develop skills, abilities and leadership potential of individuals and groups to achieve solutions to social problems - Enable success by focusing on and investing in agency's capacity and ability to plan, lead, manage and deliver against key outcomes
Evolving	<ul style="list-style-type: none"> - Investments foster learning characterized by continual improvement through new ideas, knowledge and insights - Use learning to anticipate and innovate and find new and better ways to achieve positive, measurable, lasting results
Accountable	<ul style="list-style-type: none"> - United Way is accountable to its donors, to its partner agencies, and to the community at large - Investments have a high degree of accountability to United Way to facilitate transparency in the stewardship of donor dollars

Approach

The United Way KFL&A invests in the community in two ways:

- ❖ Funding community **programs** that provide intervention, support and prevention, and are based on an evidence-based framework, with program evaluation and outcome measurement using a logic model
- ❖ Investment in **collective impact** initiatives that focus on identifying an issue through research, addressing root causes of this issue, pilot programs to confirm a collective theory of change and systemic and policy changes to address the issues identified and evaluation at a community scale



Community Impact

Investment in Programs

Meeting immediate needs: change at the individual level

United Way's strategic direction: Human care services will be available to those who need them the most. We will advance optimization of the community's system of services through better coordination, integration and streamlining of services, reducing duplication of effort and resources, and effectively leveraging community resources and expertise.

Funded programs facilitate positive change at the **individual** level (rather than the *collective/community level*). These programs meet people where they are by providing:

- Interventions and supports, crisis management, meeting basic needs, and addressing barriers as they arise.
- Preventative programs address the issue before symptoms appear. They identify early risk factors and attempt to reduce the likelihood of negative social, behavioural, economic, and health outcomes

United Way encourages agencies to become more self-sufficient through diversification of revenues, strong governance and operations. United Way's vision is a future where people are self-sufficient in a community where individuals live with hope, dignity and a sense of belonging. In keeping with this vision, funding priorities encourage agencies to seek out ways to help clients be more self-sufficient.

United Way recognizes that some forms of intervention and support will always be necessary, and that some clients may not be ready for change. However, by identifying methods with both short-term and longer-term outcomes to prevent crises requiring intervention, we can help people to become more self-sufficient.

Funding streams:

- Allocations: 'Partner' agencies are funded through the allocations process
- Emergency Assistance Fund (based on immediate needs in KFL&A)
- Community Investment Fund (in partnership with City of Kingston)
- Reaching Home (in partnership with Service Canada)
- Emergency Community Support Fund and New Horizons for Seniors Fund (in partnership with United Way of Canada, Government of Canada)

Collective impact

Addressing Root Causes: has *community-wide impact*; with outcomes at the population level
United Way's strategic direction calls for shared community plans to respond to forces of change in our community, seeking alignment and community consensus on critical causes that we believe need to be championed.

Collective impact facilitates positive community-wide outcomes through research, and by engaging key stakeholders, including frontline agencies, private sector, the community at large, all levels of government and, most importantly, people with lived experience.

This approach includes the development of a shared community plan, changes to policies and systems of care, with funders providing support to pilots and ongoing programs.

- Collective approach
- Theory of Change
- Community-wide strategies and activities
- Pilot programming; System and policy changes

United Way currently provides backbone coordination to the following collective impact initiatives:

- Youth Homelessness
- Food production, skills and distribution
- Safety and security of vulnerable women

2020-2021 Community Investment

For 2020 and 2021, United Way is primarily focusing on immediate needs related to the impact of the pandemic. Funding is intended to support the most vulnerable, using an equity lens (see appendix) to ensure prioritizing funding to areas of greatest need.

1. Priority issues include:
 - Food security (particularly for the most vulnerable, seniors, children/youth)
 - Shelter
 - Addictions & mental health
 - Counselling and supports
2. Funding opportunities will be disbursed, through an application and volunteer review process
 - a. Applications will be invited from partner agencies, as well as agencies who are responding to critical urgent needs and have received grants and funding from United Way.
 - b. An agency can apply for between \$5,000 to \$50,000 per program. An agency can apply for more than one program so long as the program is within the priority areas and is consistent with the agency's mandate and mission.
3. Timelines: January through December 2021, with quarterly reporting requirements
 - a. Applications will be received by UW in October, for 2021 (January through December)
 - b. Funding decisions will be made through volunteer review process in November
 - c. Agreements with agencies that are approved for funding will be completed in December
 - d. Funding will flow in quarterly disbursements
 - subject to receipt of reporting requirements to ensure program is still running, whether it needs to be changed/adapted and outputs/outcomes reported with a
 - a 6-month review will be held with the Local Advisory Board
4. Agencies will be invited to submitting new requests through this process, recognizing that previous programs may no longer be running and/or needs have changed. Agencies now have an opportunity to focus on critical needs for 2021. Funding applications will not be simply based on what has previously been funded annually.
5. The work on prevention framework and collective impact will continue wherever possible, addressing and prioritizing the root causes of key issues already identified by United Way through community conversations, research and data analysis.
6. The Supplementary Fundraising Policy, Reserve Fund policies remain in place. Supplementary fundraising policy allows for the following adaptations:
 - a. Exemption requests for fundraising from partner agencies on a case by case basis
 - b. September and October will still be maintained as the supplementary fundraising period; however consider opening up 15th of November onwards will allow agencies to fundraise, especially if they wish to promote Giving Tuesday on December 1st

Investments in Programs addressing immediate needs: outcomes at the individual level

Program outcomes in the 3 impact areas have not changed.

Helping Kids Be All They Can Be

Learning

Goal
1. Readiness to learn
2. Supports to graduate high school

Rationale:

1. Readiness to learn promotes a healthy attitude towards academics and learning. School experiences have an important influence on social and emotional development and positive school experiences reduce the risk of negative social, economic, and health outcomes in the future.
2. Kids who are struggling with school may require interventions to address barriers to achievement. Those who are at risk for poor achievement in school may require support to build their resiliency and self-sufficiency. High school graduation often breaks the cycle of poverty.

Connectedness

Goal
1. Empathy and positive relationships

Rationale:

1. Positive relationships and connections are preventative because they influence academic success and emotional and social development. Interventions may be required in cases where problem behaviours need to be addressed, or when there are barriers to forming positive relationships that foster empathy.

Wellbeing

Goal
1. Resilience, coping skills, self-worth, confidence
2. Healthy decision making

Rationale:

1. Kids who are struggling with self-worth may require interventions to manage crises and reduce the intensity of their feelings. Those who are at risk for poor confidence may require support to build their resiliency and coping skills.
2. Interventions can help to encourage healthy decision making such as harm reduction in the areas of substance use, sexuality, etc.
3. The development of resilience and healthy coping skills can prevent crisis and create positive behavioural and cognitive patterns that support future wellbeing.

Building Strong and Healthy Communities

Connection

Goal
1. Access to community services and supports

Rationale:

1. Interventions reduce existing barriers for people with complex needs who may be experiencing crisis and difficulties in accessing the supports they need; Supportive relationships and connections help people build their self-sufficiency and resilience.

Physical and Mental Wellbeing

Goal
1. Independent living for seniors & people with physical disabilities
2. Support for people with mental health issues

Rationale:

1. Supportive programs help people of all ages to live independently, make healthy choices, and build self-sufficiency and resiliency.
2. Many Canadians live lifestyles that place their mental health and overall wellbeing at risk. Supportive programs can help to build resiliency and healthy coping skills.

Safety

Goal
1. Safety from violence, abuse, neglect

Rationale:

1. Interventions can address safety crises (i.e. abuse, neglect, violence, accidents, frailty) and help promote the changes necessary to make communities and homes safer for survivors

Moving People from Poverty to Possibility

Housing Stability

Goal
1. Access to emergency shelter
2. Access to safe, affordable housing
3. Supports to maintain safe and stable housing

Rationale:

1. Emergency shelter services are required to help individuals and families in crisis. Through intake, they provide an avenue for referrals and support services.
- 2,3. Finding and maintaining safe, affordable housing are related to basic needs and require supports to avoid situations and conditions that lead to housing instability

Food Security

Goal
1. Access to affordable and nutritious food

Rationale:

1. Access to nutritious food and decreased life disruptions from hunger are both related to basic needs

Financial Security

Goal
1. Financial stability
2. Meaningful, sustainable employment

Rationale:

1. Helping people to become financially stable and offering supports to avoid financial crisis can prevent chronic poverty, precarious housing, and food insecurity.
2. Suitable employment provides access to goods and services necessary for independence and basic needs,

SECTION 2: MEETING IMMEDIATE NEEDS

Preamble

The United Way's vision is a future where people are self-sufficient in a community where individuals live with hope, dignity, and a sense of belonging.

Needs in the community continue to change and evolve as has been dramatically demonstrated by the response to the COVID 19 pandemic. Agencies are having to pivot creatively to meet more complex client needs and the substantial increase in demand for local services, which calls for collaborative and innovative approaches. Funders, including government, are targeting their efforts to address these evolving and increasingly complex needs.

Our United Way believes in providing balanced investment through funding of programs that are essential to the community and meet United Way's strategic objectives, with a focus on the vulnerable sector. During the pandemic, United Way has had to prioritize programs that ensure that basic needs are met for those most affected by the coronavirus. We have also supported coordination and collaborative efforts that enhance long-term stability of services in specific areas.

In addition to program funding, the United Way invests in collective impact approaches that address root causes through shared community plans and initiatives. Working collaboratively with community stakeholders, United Way develops and implements system-wide approaches to address root causes.

United Way policy allows donors to designate to a charity or issue of their choice. Donor choice designations fluctuate year to year, resulting in changes to the amounts available annually to allocate to member agencies.

The United Way Board of Directors has intentionally drawn on reserves to meet some of these pressures to allow them to continue to fund programs. As these get depleted, as campaign events and donations are impacted, and demands grow, current funding rates may not be sustainable permanently.

Additional funding streams are available through the United Way, each of which have a targeted focus as determined jointly by United Way and funding partners ie Federal Reaching Home Strategy, and the City of Kingston and United Way CI grants.

2.1 UNITED WAY FOCUS

The United Way's strategic direction focuses on ensuring human care services will be available to those who need them the most. We will advance optimization of the community's system of services through better coordination, integration and streamlining of services, reduced duplication of effort and resources, and effectively leveraging community resources and expertise.

United Way Identifies community priorities and impact and aligns funding resources accordingly. As part of its commitment to funded agencies, the United Way will invest funds in accordance with established and accepted principles that align with community priorities and outcomes as they emerge.

The focus of our efforts will be centred on the **people** who directly benefit from these services. We will identify gaps and challenges in service delivery systems from a client perspective.

Acknowledging that our funded agencies have frontline knowledge of the issues, we will continue to work with them to reduce duplication of effort and resources at the system level, ensuring more effective and productive use of overall community resources and expertise.

For the year 2021, requests for funding will be received from partner agencies, as well as other social service agencies that have received grants during Covid. Specific program funding will be determined annually, through a volunteer review process with quarterly reporting and a 6-month review. No program is guaranteed funding beyond the terms of their Memorandum of Understanding or agreement.

Process and Timeline for Funding 2021

October 9, 2020

Agencies submit funding requests

October 9-November 6, 2020

United Way staff review applications for completeness, eligibility, recruit volunteers
Volunteers are assigned to panels, orientation provided, review of applications begins
United Way staff provides support and are the liaison between agencies and panel volunteers
Volunteers review 2-3 applications each, conduct agency site visits via Zoom where needed
Volunteers agree on funding recommendations and present to their panel

November 6-19, 2020

Recommendations for funding from panel meetings go to the Local Advisory Board (LAB)
LAB reviews funding recommendations; makes final recommendation to United Way Board of Directors for final approval

November 20-December 15, 2020

Board of Directors communicates their funding decisions to agencies
Signed agreements/MOUs

March 15, June 15, September 15, December 15

Quarterly reports reviewed by Local Advisory Board volunteers to ensure programs are still running as originally approved; adjustments made if needed
Agreement requires agencies to submit their quarterly reports in order for funding to continue.

2.2 COMMUNITY INVESTMENT CRITERIA

The United Way funds agencies that are effective and efficient in their operations. Community Investment volunteers use the following community investment criteria and performance indicators to evaluate agencies and develop funding recommendations

It is the responsibility of the agency to demonstrate this by providing information relevant to the investment criteria. The volunteer review process evaluates each agency's performance using these criteria, based on the information provided by the agency.

Building capacity is part of United Way's mission in supporting local agencies, as well as its accountability for the responsible stewardship of donor dollars. United Way may recommend assistance to agencies to improve their capability and capacity if opportunities for improvements are identified during the review.

2.2.1 Funding criteria for agency

Agencies must demonstrate strong performance in the following areas

Board governance and oversight	<ul style="list-style-type: none"> • Mission Statement, reviewed by Board periodically • Strategic plan, operational plan and goals, updated periodically • Recruitment and annual performance evaluation of senior staff person by Board • Risk management plan • Insurance coverage • Governing documents (bylaws, letters patent) • Compliance with all applicable laws, regulations • Appropriate consultation and communication with stakeholders • Policies: conflict of interest, privacy, complaints • AGM held within 6 months of the end of the fiscal year (with allowable adjustment for Covid, as per CRA)
Financial accountability & transparency	<ul style="list-style-type: none"> • Annual audited financial statements available on agency's website • T3010 filed, other statutory remittances made • Disclosure of fundraising cost ratio
Fundraising & sustainability	<ul style="list-style-type: none"> • Board-approved code of ethics • Policies for ethical fundraising, code of conduct • Agency has diverse sources of funding • United Way makes up no more than 50% of agency revenue and no more than 75% of program revenue • Agency has a fundraising plan in place, with goals and outcomes, monitored regularly and updated periodically
Operations & staff management	<ul style="list-style-type: none"> • HR and other policies in place, reviewed and revised periodically • Information Technology systems include a back up stored offsite and data protection plan including cybersecurity.
Volunteer involvement	<p>Agency has processes for</p> <ul style="list-style-type: none"> • volunteer orientation, recruitment, screening and training • acknowledgement and recognition for volunteers
Support of United Way	<ul style="list-style-type: none"> • Visible signage, logo and recognition of United Way on premises and in materials • Agency runs an annual United Way workplace campaign • Participation in speakers bureau, tours, days of caring as requested • Provision of stories, speakers, photo ops as requested •

2.2 Funding criteria for programs

The following considerations will be taken into account when reviewing programs

Programs	Indicators
<p>Meet a community need</p> <p>The agency has used evidence (client consultation and/or local data) to determine program design.</p>	<ul style="list-style-type: none"> - Program outcomes and intent aligns with a priority area - Rationale is provided for how the program links to desired goals of the agency - Identifies target population - Services are not duplicated by other agencies or programs in the community
<p>Deliverables and Outcomes</p> <p>Program has ability to meet identified deliverables and outcomes. The focus is on vulnerable sector and immediate needs.</p> <p>Where possible, prevention is addressed to bring about positive change in clients when they are ready for change.</p>	<ul style="list-style-type: none"> - Demonstrated experience or evidence to show program delivery is effective in addressing issue - Goals are realistic and achievable - The outcomes and/or outputs & indicators relate to United Way's objectives - Clients' immediate needs are met - Prevention and underlying causes are addressed where possible
<p>Organizational Capacity</p> <p>Agency has the capacity and ability to deliver the proposed programs</p>	<ul style="list-style-type: none"> - Program aligns with the agency's mission - Agency has effective management and operational practices (demonstrated by compliance to the standards in the Agency section of the application) - Agency has demonstrated capacity for program delivery through previous experience and/or offers similar or complementary programs - Resources are utilized efficiently (staff, volunteers, physical and financial resources) - Related administrative costs are appropriate, relative to program activities - Financial resources required to implement the program are reasonable - Program is sustainable for the funding period - Program is run by the agency applying for funding. Flow through funding to another agency for program delivery does not allow United Way the same oversight, direct relationship, or access to data as would otherwise be available

United Way investment	<ul style="list-style-type: none"> - Agency demonstrates a need for United Way funds for the delivery of program - Agency understands that United Way funding is not guaranteed and is dependent on a number of other factors, including needs in the community, availability of funds - A surplus in a United Way funded program in any year must be returned to United Way and may not be used to establish or contribute to an agency's reserves. - Any request to carry a surplus forward to the next year will be reviewed on a case-by-case basis - Agency provides regular quarterly and accurate reporting and statistics; funding may be held back if these are not received in a timely fashion
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2.2.3 Changes in Funding

The allocations process provides funding of programs that are critical for a safe and healthy community. The amount of funding available for United Way to allocate fluctuates year to year depending on a number of factors, such as overall economic and philanthropic environment and trends, success of the annual campaign, level of donor designations, pledge collection from prior years' campaigns.

There are a number of factors that impact any consideration of changes to agency program funding. Each funding request is evaluated, based on factors like funds available through the allocations process, need, other requests for funding, and impact on the community.

This year, we are all discovering different ways of doing things. **Partner agencies will be submitting new requests, not necessarily based on what has previously been funded annually.**

Agency applications need to demonstrate that programs serve vulnerable populations providing services for food access, shelter, addictions and mental health support, or other services essential to recovery and response to Covid-19.

Through the application process agencies can provide a business case to support the request for funding, including a clear outline of the need, expected outputs and activities, budget implications, immediate impact to clients and the impact to the community and/or clients if this funding is approved or declined.

The application is specific to the pandemic, through 2020-2021. The United Way will re-visit partner agency needs and funded programs for 2022 onwards, based on where the global crisis will take us.

2.3 Eligibility and requirements

Strategic Alignment and Compliance

The Funded Agency will:

- Have a mission that aligns with United Way's Community Investment Strategy.
- Provide programs to local clients in Kingston, Frontenac, Lennox & Addington.
- Commit to sign and adhere to a United Way Agreement/MOU.
- Adhere to the United Way's funding policies and procedures as may be amended from time to time.

Governance and Operations

The Funded Agency will:

- Maintain its status as a Registered Charitable Organization, according to Canada Revenue Agency requirements.
- Conduct all business and activities in an ethical, accountable and transparent manner in compliance with all applicable legislation.
- Effectively use volunteers in service delivery where possible, be volunteer-led and have volunteer involvement.
- Carry general/commercial liability insurance with a minimum amount of \$2,000,000 and submit proof of insurance annually.
- Have policies that identify risk management practices that protect vulnerable populations and provide evidence of this policy.
- Be governed by a volunteer Board of Directors, who are responsible for the efficient and effective management of the agency's programs and budgets as identified in the Agency Section.
- If the agency is part of a regional, provincial or national organization, it must have at minimum, a local advisory committee.
 - The agency must provide United Way with their specific roles and responsibilities of the advisory committee as it relates to the agency and the rest of the organization.
 - The agency must demonstrate how local volunteers influence the use of local United Way funds within the local community.
 - The local advisory committee must identify how monies being provided by United Way will be spent in KFL&A.

Accountability and Transparency

The Funded Agency will:

- Notify the United Way in the event of any substantial changes in the scope, funding, or operation of the agency or its programs, including changes in senior leadership (Executive Directors, Board Chair, senior staff) and financial governance.
- During the term of this agreement, provide an annual information return and reports, as outlined by United Way
- Provide annual audited financial statements.
- Co-operate fully with the United Way by providing information and documentation on all of the Agency's programs and services, as requested by the United Way.
- Work with United Way, other health and social service organizations to reduce the duplication of services, promoting efficiency, effectiveness, responsiveness in the service delivery system.

Support of United Way

The Funded Agency will:

- Actively support and promote the United Way and its fundraising efforts
- Run a United Way employee campaign within the agency, ensuring that employees recognize they cannot 'self-designate' (designate funds back to the agency)
- Provide speakers, stories, participate in tours
- Display prominently in the Funded Agency's offices and operating centres the United Way name and approved logo (according to guidelines) promote the partnership with United Way.
- Display United Way name and approved logo on stationery, brochures and promotional materials, including the annual report, website, media advertisements and news articles.
- Recognize that United Way of Canada controls the use of the United Way logo and the Funded Agency agrees to adhere to any guidelines and directives they may suggest from time to time

Recognition of United Way

- The agency will provide public recognition of United Way funding, helping the community learn about the work being done through United Way funding, demonstrating accountability about how donor funds are spent.
- The funded agency shall ensure that any and all communications referring to the agency and/or funded program(s) include acknowledgement of United Way's contribution.
- United Way's support for partner agencies shall be acknowledged by including United Way's logo on signage, promotional material, agency letterhead, public announcements and media releases, at special events and on websites. Annual reports, newsletters, event programs and exhibits should also include the logo. The agency can use social media channels to promote this investment.
- United Way's support for funded (non-partner) agencies will include United Way in releases, program promotional materials, social media, reports, newsletters, other opportunities as they become available.
- The funded agency permits United Way to use information related to the funded program, including photographs and video, for communication purposes.
- It is the agency's responsibility to ensure that appropriate consent has been received prior to providing United Way with any photographs or video. In some cases, the funded agency may also be asked to execute United Way consent forms.

The United Way is unable to fund:

- direct funds to individuals
- capital construction campaigns
- fundraising efforts by agencies
- deficit funding
- program operation reserves
- dollar for dollar replacement of government funding

2.4 Termination of United Way Partnership and/or Funding

The Funded Agency may request in writing the termination of the United Way partnership and/or funding clearly stating the date of termination of partnership and/or funding.

The Funded Agency and the United Way Board may come to a mutual agreement to terminate United Way partnership and/or funding.

If the Funded Agency is not adhering to the terms and conditions of the Funded Agency Funding Agreement and is in default of honouring the terms of the agreement or reporting requirements, United Way may at any time terminate the United Way partnership and/or funding upon a motion of the Board of Directors of the United Way

In cases where a Funded Agency's activities are considered likely to undermine the credibility of the United Way and its overall campaign to raise funds, the United Way reserves the right to terminate this agreement according to the terms outlined in the agreement.

If there is a shift in the direction, mandate or affiliation of a Funded Agency, the United Way shall conduct a review of the agency to determine whether the Funded Agency will continue to be considered a Funded Agency or not. This review may result in changes in funding.

The United Way Board shall work closely with the agency to review concerns and discuss potential solutions. In the event that this process is unsuccessful the United Way partnership or funding may be

terminated. It is understood that termination of partnership and/or funding shall be a last resort and the United Way shall make every attempt to reach agreement with the Funded Agency.

Notwithstanding the above terms of agreement, the Board of Directors of the United Way shall have the right to terminate the partnership in the United Way of any Funded Agency that fails to comply with the terms of any agreement made between the Funded Agency and the United Way..

2.5 Allocations policies and procedures for Partner Agencies

- 2.5.1 Reserve Funds
- 2.5.2 Supplementary Fundraising Policy
- 2.5.3 UW procedure for complaints about agencies
- 2.5.4 Use of UW logo

2.5.1 AGENCY RESERVE FUND(S) POLICY

PRINCIPLES

The United Way funds immediate community needs annually and invests its allocations in programs and services that are responsive to urgent critical care.

The United Way recognizes each agency's option to create any one or all of the following reserve funds or accounts.

DEFINITIONS OF AGENCY RESERVE FUNDS OR ACCOUNTS:

1. Endowment Fund

This fund (or account) consists of property (often in the form of cash or investments acquired by gift or bequest), the income from which is used for general or specific purposes, according to the conditions attached to the gifts, and the principal of which must be maintained intact or applied to the purposes of the gift.

2. Restricted Reserve

These are funds that are restricted (in terms of use) by outside organizations or persons, as contrasted with funds over which the agency has complete control and discretion.

3. Designated Reserve

These are funds set aside by an agency's Board of Directors for specifically designated and clearly spelled out purposes. These would include funds set aside for Capital Reserves.

4. Undesignated (Unrestricted or General) Reserve

These are funds that have no external restriction on their use or purpose – that is, funds that can be used for any purpose designated by the governing board, as distinguished from funds restricted externally for specific purposes (e.g., for operations, facilities, endowment). Such a reserve account offers agencies considerable flexibility in terms of use and access. It is important to note that while such an account is recognized by the United Way, revenues to such an account that are the result of program surpluses will be scrutinized by the United Way in terms of United Way guidelines.

GUIDELINES FOR AGENCY RESERVE ACCOUNTS

It is the United Way's belief that every organization should be in a position to meet any outstanding obligations to staff and clients. Therefore, the following guidelines are intended to assist agencies in the development and/or monitoring of their reserve accounts (as defined above).

- That each organization be able to maintain an unrestricted reserve to deal with a potential funding crisis.

- That each organization be able to maintain a minimal level of operation to provide an opportunity for bridge funding or achieving alternate sources of funding and/or that the organization have an opportunity to transfer all clients cases and make appropriate referrals of clients.
- That an organization not be penalized for efficient financial management allowing them to create a reserve fund.
- That an organization does not have large unrestricted reserve funds.
- Funds such as capital funds or bequests that are designated for specific uses should be distinct from unrestricted reserve funds.

POLICY STATEMENT

Based on these principles and guidelines:

United Way shall not contribute to the development of a surplus or reserve fund when there are so many unmet needs in the community for which funds are not available.

United Way cannot provide funds to an organization whose **unrestricted** reserves exceed 10% of their operating budget or three months of their staff commitments, whichever is higher. In cases where the organization exceeds these limits, the United Way will consider whether:

- The organization can demonstrate an intended use that will bring the fund below the designated limit in the fiscal year being funded.
- The organization can demonstrate an exceptional circumstance that necessitates the maintenance of a reserve fund in excess of the 10% limit.

CONSEQUENCES OF VIOLATION OF AGENCY RESERVE POLICY

In the event that an organization cannot justify satisfactorily to the United Way the reason for reserve funds in excess of the suggested amounts, the United Way reserves the right to withhold any further funding to the agency.

2.5.2 SUPPLEMENTARY FUNDRAISING POLICY

PRINCIPLES

In order for the United Way to be an effective fundraiser and to protect the annual campaign, the United Way's largest source of funds, partner agencies agree to cooperate and support the campaign by agreeing to the obligations outlined in the agreement.

The supplementary fundraising policy is designed to protect the annual campaign, while acknowledging that partner agencies conduct some form of fundraising and grant writing through the year.

ETHICS

All fundraising activities conducted by a Funded Agency must comply with the Income Tax Act, CRA guidelines, the Goods and Services Tax Act, and any other relevant legislation.

POLICY STATEMENT

Partner agencies shall refrain from active fundraising during the exclusive campaign period. In addition, partner agencies shall not conduct or promote supplementary fundraising during this exclusive period.

EXCLUSIVE PERIOD shall mean the time of **September 1 through December 1** of each year, during which time the United Way conducts its public campaign.

YEAR ROUND RESTRICTIONS

Employee or employee group fundraising campaigns are not permitted. Solicitation of employees within any workplace is also prohibited at any time.

Agencies will advise the United Way of any capital or other major fundraising campaigns they will be running during the year

THIRD PARTY FUNDRAISING

Third party events are permitted at any time. "Third party events" are defined by United Way as activities where an agency is receiving revenue from an event initiated and run by a third party, where the agency is not involved in any way in planning, promoting, seeking sponsorship, selling tickets, providing volunteers or staff support, or managing any aspect of the event.

Supplementary fundraising is defined as:

- special events such as, but not limited to, dinners, dinner dances, gala balls, benefits, concerts, fashion shows
- gaming activities such as, but not limited to, casinos, raffles, partnership
- campaigns
- public campaigns for capital projects
- solicitation of monetary donations or gifts-in-kind
- solicitation from past donors giving directly to the agency during the exclusive period
- solicitation of workplaces and their employees
- seeking to influence donor choice designations to the agency in a workplace (through individuals, volunteers or employees)

The following are not considered supplementary fundraising:

- government grants or contracts
- unsolicited gifts from organizations, corporations or individuals
- gifts/grants from foundations or trusts
- gifts by will, in memoriam, endowment and other deferred gifts
- interest, rentals and fees for service
- bingo, Nevada, break open tickets
- stewardship of existing donors and funders

CONSEQUENCES OF VIOLATION OF SUPPLEMENTARY FUNDRAISING POLICY

There will be no exceptions to the supplementary fundraising policy. If an agency is in doubt regarding this policy, they are advised to call the United Way office.

If found to be in violation of the Supplementary Fundraising Policy, an agency will be considered to be in violation of their agreement and subject to the consequences, up to and including termination of funding and/or partnership status.

2.5.3 UW PROCEDURE FOR DEALING WITH COMPLAINTS ABOUT AGENCIES

From time to time, the United Way office gets complaints about funded agencies. The procedure clarifies how the United Way responds.

Principles

- The United Way does not have a direct role in the delivery of the services of partner agencies.
- The United Way is accountable to the community and therefore must ensure that funds are

expended responsibly and according to the stated goals of partner agencies.

- The confidentiality of the complainant will be respected unless there is the threat of imminent risk of serious harm or injury to the complainant or any other person that warrant the disclosure of the complainant's name and the nature of the complaint.
- Each Funded Agency should have a complaint procedure that allows for a progression of complaints to the agency's Board of Directors.
- Each agency will be asked to forward a copy of their complaints procedure to the United Way to have on file for reference purposes.
- If an agency does not have a complaint procedure they will be asked to develop one.
- That the complainant should be made aware at the earliest moment possible by a UW representative that the complaint will be passed on to the agency, and that the complainant be allowed to voluntarily withdraw complaint at this time unless it falls under the category of "imminent danger" as outlined under the heading "Serious Threat of Harm or Injury".
- That the complainant should always be referred back to the mechanism provided by the Funded Agency and be urged to do so voluntarily.
- That the United Way will always endeavor to respect the delicate balance between the individuals need for confidentiality and the safety of others.

PROCEDURES

1. That the complainant be informed of the agency's complaints procedures.
2. That the complainant be referred back to the agency.
3. That the complainant be informed of the intent to inform the Funded Agency of the nature of the complaint within 10 days of receiving the complaint giving the individual the opportunity to lodge the complaint themselves.
4. That the complaint be logged in a register of complaints maintained in the organization.
5. That the United Way request that the Funded Agency inform the United Way in writing that action has been taken to address the situation.
6. That the United Way follow-up with the complainant in three months to ensure that the complainant has had the opportunity to engage in the agency complaints process.

FAILURE TO SATISFY THE COMPLAINANT

If the complainant is not satisfied having progressed through the progressive complaint process the complainant can return to the United way at which time the Chairs of the two boards will meet to discuss the need, if any, for further action. Where deemed appropriate the CEOs should be included in this meeting

PATTERN OF COMPLAINTS

That in the instance of a pattern of similar complaints the CEO of the United Way will meet with the CEO/Executive Director of the agency to determine a course of action the results in a positive resolution of the complaints.

SERIOUS THREAT OF HARM OR INJURY


That the CEO of the United Way be given the responsibility of exercising judgement as to whether or not the complainant poses serious risk or harm to themselves, clients or staff of partner agencies or the United Way staff. The CEO of the United Way may at that time choose to disclose in whole or in part the identity and nature of the complaint to the agency and/or the police.

Each agency will be asked to submit to the United Way indicators, criteria or situations involving their client group which could be seen as risk situations. This is to assist the CEO in making an assessment of the potential threat that a complaint or complainant may pose.

2.5.4 USE OF UNITED WAY LOGO BY FUNDED AGENCY

United Way of KFL&A Logo Guidelines

United Way funded agencies and corporate supporters are welcome to use United Way Centraide Canada's logo in your communication and marketing materials. These guidelines are to be applied consistently to ensure a uniform visual presentation of the United Way brand. When using the bilingual landmark, the English name should appear first when the supporting text is in English. Conversely, the French name should appear first when the supporting text is in French.



← Logo PMS 485
Coated C 0 M 95 Y 100 K 0
Uncoated C 0 M 73 Y 93 K 1
R 218 G 41 B 28
HTML DA291C

← The United Way logo is a registered trademark and its symbol must be present by law. United Way Centraide Canada is the authorized registered user in Canada.

← Logotype PMS 425
Coated C 0 M 0 Y 0 K 77
Uncoated C 0 M 0 Y 0 K 77
R 112 G 115 B 114
HTML 54585A

← Logotype PMS Process Black
C 0 M 0 Y 0 K 100
R 44 G 42 B 41
HTML 2C2A29

United Way
Kingston, Frontenac
Lennox and Addington

United Way KFL&A Logos:

The locally branded logo should be utilized on your website, campaign materials, social media and all other content you create. Please use these logos wherever possible. See next page for common misuses to avoid.



Safety Zone

It is important that the logo never feels congested, and that it has a sense of openness. For that reason, we always keep clear space around the logo. No other elements, such as typography, pictures, partner logos, art or borders, can appear in the safety zone.

The safety zone is equal to the width and the height of the logo.

Minimum Size

The logo can never be smaller than 3/8" for print or 27 pixels for the screen.



Graphic Elements

The United Way landmark is made up of three distinct elements: logo + logotype + registered trademark symbol. The logotype can never appear in any form other than in its relationship with the logo, therefore it can never be used in isolation as a graphic or watermark.

However, the logo can be used as a graphic element in a design. The logo is made up of three graphic elements: a rainbow, a hand and a human figure. These elements can be used individually as graphics, icons or background treatments. They can appear in a diagram, as a watermark, pattern or background visual. They can be screened or knocked out of a background or image, but these three elements should never be joined together in any way other than how they appear in the official logo. They can only appear in red PMS 485 or black.



Acceptable variations

The brandmark is available in a vertical and a horizontal format. The vertical format is preferred. There are black and white versions of each logo. The black and white version may be used as a knock out provided the safety zone is respected.



For more information, please email uway@unitedwaykfla.ca

To download the United Way KFL&A logo visit:
<http://www.unitedwaykfla.ca/get-involved/annual-campaign/>

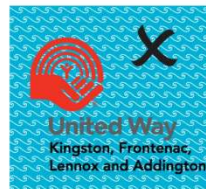
Misuse of the Brandmark

Here are a few examples of misuse of the United Way graphic elements. The logo is not to be altered graphically in any way. Do not distort, stretch or tilt it. Do not alter the font or resize the text. Do not change, add or eliminate any portion of the symbol.



Do not rearrange the elements of the brandmark. This includes the logo and logotype.

Do not use the United Way worldwide logo.



Do not place other logos or elements (such as slogans) within the safety zone.

Do not place brandmark on a busy background

Do not distort, stretch or tilt the logo.



Do not tint or screen the brandmark.

Do not use an isolated element of the logo.

Do not alter the colours of the brandmark elements.

Do not use rainbow versions of the logo.

2.5.5 FUNDING AGREEMENT - SIGNATURE PAGE

INDEMNIFICATION

The Funded Agency will, both during and following the term of this contract, indemnify and save harmless United Way Kingston, Frontenac, Lennox & Addington from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints or other proceedings in any manner based upon, occasioned by or attributed to anything done or omitted to be done by the Funded Agency, its directors, officers, employees, agents or volunteers in connection with the Funded Agency, purported to be provided or required to be provided by the Funded Agency pursuant to this Agreement.

INSURANCE

The Funded Agency will obtain and maintain in full force and effect during the term of this contract, general liability insurance acceptable to United Way Kingston, Frontenac, Lennox & Addington in a recommended amount of two million dollars (\$2,000,000) per occurrence in respect of the services provided pursuant to this Agreement.

YES, a copy of proof of insurance is provided by the Funded Agency to United Way with this signed Agreement.

The terms of this Agreement shall be in effect from April 1, 20__ to March 31, 20__

I have read the Funded Agency Agreement and agree to comply with the conditions contained in the Agreement. By signing below, I/We have the authority to legally bind the organization.

(NAME - Please Print) (POSITION)

(SIGNATURE) (DATE)

(NAME - Please Print) (POSITION)

(SIGNATURE) (DATE)

UNITED WAY KINGSTON, FRONTENAC, LENNOX & ADDINGTON:

(NAME) Board Chair
(POSITION)

(SIGNATURE) (DATE)

(NAME) President & CEO
(POSITION)

(SIGNATURE) (DATE)

Appendix: Applying an equity, diversity, inclusion lens (United Way/Centraide Canada)

Through the Emergency Community Support Fund (ECSF), United Ways and Centraides (UWCs) in Canada had the opportunity to provide support to local community service organizations who are providing rapid, emergency support to vulnerable community members. An important measure of the success in the distribution of these funds is the ability to reach those who are experiencing heightened vulnerability, exacerbated by COVID-19.

What does it mean to apply an “equity lens” in our work?

At the heart of our mission is the desire to build strong and healthy communities. To do this work, we need everyone in our communities invested in these efforts. But, certain approaches and models are more effective at getting to sustainable, lasting change, while others address only the symptoms. Our network sees the value in working across multiple levels of change.

In this time of urgent response, we are required to move quickly and rely on our local social expertise.

At the same time, we have an opportunity to apply our resources and investments in ways that can address systemic inequalities. This work, in normal times, can be more consultative, co-created, and grounded in research and evidence. With the demands of moving fast, we strive to not exacerbate existing problems as we quickly try to resolve for crisis.

When we work to apply an equity lens in our work, we think about applying a systems approach that accounts for all parts of our communities. We understand that each of us has an important contribution to make in building healthy and strong communities. However, we also begin to address these inequalities by recognizing that we will be most successful when communities have agency and a direct say in how resources, services and programs are delivered.

While there is much to learn about how to incorporate an equity lens, an intersectional approach or a [gender-based analysis](#), each of these ways of thinking about our role as funders asks us to deepen our relationships with community members impacted by our services, to review our own policies and procedures to ensure that they do not create exclusions, and to use our resources to help strengthen capacity and recognize the efforts of groups seeking equity.

Definitions:

By Grantmakers for Effective Organizations, January 27, 2017

Diversity

The demographic mix of a specific collection of people, taking into account elements of human difference, but focusing particularly on racial and ethnic groups, LGBT populations, people with disabilities and women

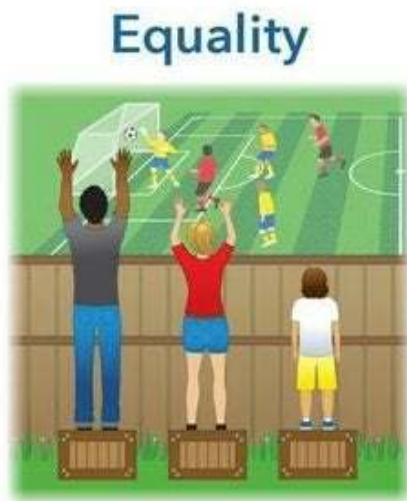
A diverse workplace is not necessarily an equitable workplace. Nor does the presence of people who are diverse necessarily produce decision-making that optimizes results for the groups their diversity reflects. A foundation that focuses only on diversity cannot presume that it has equity as a goal.

Inclusion

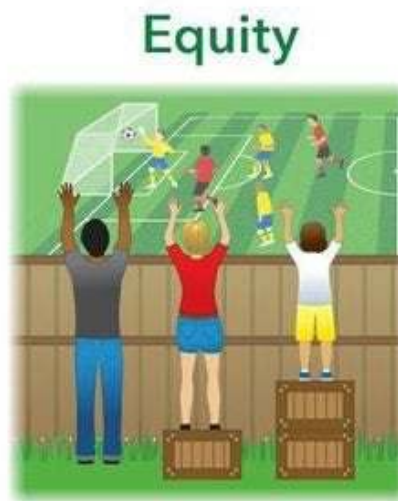
The degree to which diverse individuals are able to participate fully in the decision making processes within an organization or group. While a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.”

Equity

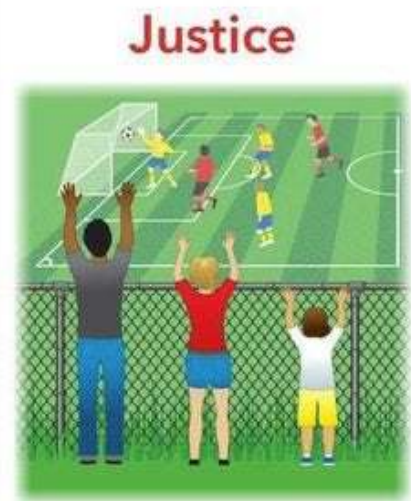
Equity refers to the impact of philanthropic investment and action wherein outcomes are not correlated with race, ethnicity, sexuality, gender, or ability. Levels and/or types of investments in and of themselves do not produce equity. Tackling equity issues requires an understanding of the underlying or root causes of outcome disparities within our society.



The assumption is that everyone benefits from the same supports. This is equal treatment.



Everyone gets the supports they need (this is the concept of "affirmative action"), thus producing equity.



All 3 can see the game without supports or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.

Resources

<https://pfc.ca/wp-content/uploads/2020/04/pfc-ls-01-covid-19-social-inequalities.pdf>

<https://nonprofitaf.com/2020/05/the-curb-cut-effect-and-why-race-equity-access-diversity-and-inclusion-readi-are-even-more-critical-now/>