

Local Love

in action



Community Investment Strategy 2021



United Way
Kingston, Frontenac,
Lennox and Addington



Mission, Vision

Vision

- 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”





Strategic Direction

Engage our Community

- Facilitate community collaboration to address root causes, focus on prevention and provide intervention and support for vulnerable populations
- Intentionally engage diverse groups in all that we do
- Expand partnerships with the community and agencies

Communicate the Impact

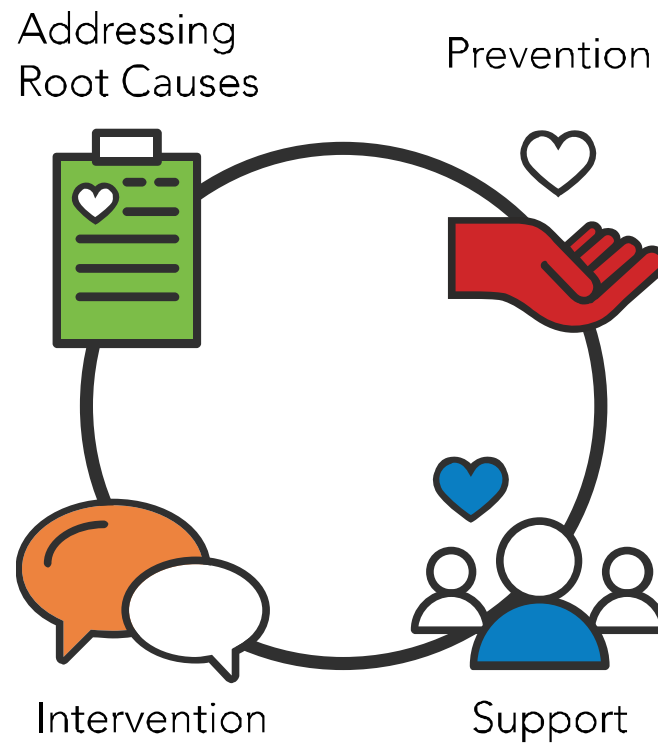
- Be a leader in understanding and communicating the social issues impacting our community
- Increase awareness through targeted communication strategies
- Maintain and protect our brand and reputation

Invest in the Future

- Align and implement fundraising strategy to include multiple channels and diversification
- Leverage technology
- Sustain, growth, retain and develop human resources (staff, volunteers, donors, board)



Community Impact





United Way Investments

Community Impact

Investment in Programs:
meeting immediate needs

Collective Impact:
Addressing root causes of issues

Prevention

Intervention

Support

Addressing
Root Causes
through theory
of change

Pilot
Programming

System
changes



Last year

59,320

People Helped Locally

42 Agencies **71** Programs



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First Four Months of Pandemic

42,000

People Helped Locally

87 Programs **\$1.6** million

In addition to ongoing partner agency funding





Impact of Pandemic - UW

- Focus is on funding immediate urgent needs
- Partner agencies funding was rolled over without formal agreements 1st Quarter (April). July, October disbursements reviewed by Local Advisory Board
- UW Operations impacted
 - Layoffs, delayed hiring, budget adjustments
- Covid grants through United Way in KFL&A so far
 - Federal grants: New Horizons for Seniors, ECS Fund, Reaching Home Covid Fund
 - United Way KFL&A Covid-19 Fund
 - Masks program
 - Inkind (toilet paper, hygiene products, backpacks,





United Way – forecast, update

- Fundraising in 2020
 - Impact of pandemic restrictions, economy
 - Campaign adjustments, new tools
 - Extensive adjustments to campaign plans, goalsetting
 - Changes to workplaces impacts campaign (80% of the campaign is from workplace giving)
- Budgeting
 - Loss of KP Tour, events – significant impact on revenue outside campaign
 - Finance/Audit Committee and Board of Directors
 - Regular review, risk analysis
 - 3 scenarios – worst, average, best
 - Operational budget adjustments being made
- Disbursement to agencies/grants
 - Will need to draw on reserves, even in best case projections



2020-21 Context

- Agencies do great work to find ways to serve clients
- United Way Board and committees recognize:
 - needs have changed
 - responses, programs have been adapted
 - No programs run the same way as pre-Covid
- Opportunity for agencies to respond and apply for what is needed in the year ahead
- CI Strategy: process and grants adapted for new reality in 2020-21



Guiding Principles

- Balanced
- Responsive
- Evidence-based
- Collaborative
- Strengths-based
- Evolving
- Accountable





Policies

- Supplementary fundraising policy
 - Third party events are permitted at any time. As are donor stewardship and relationship building
 - No public facing events/campaigns
 - Sep through **Nov 15** (date brought forward from Dec 1)
- Reserve funds
- 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.
- Logo and brand
 - National brand guidelines; local logo wherever possible





Process remains the same

- Volunteer led and staff supported
 - Panel volunteers will review all applications and bring recommendations to panel
 - Panels will discuss these collectively and forward recommendations to Local Advisory Board
 - Local Advisory Board will review all recommendations and present to Board of Directors
 - Board of Directors – final approval, agreements, disbursements
 - Staff follow up where required



Impact areas and outcomes

Helping Kids
Be All They Can
Be

Learning

Connectedness

Wellbeing

Building Strong
and Healthy
Communities

Connection

Physical &
Mental Wellbeing

Safety

Moving People
From Poverty to
Possibility

Housing
Stability

Food Security

Financial
Security





Agency Criteria has not changed

- Board governance and oversight
- Financial accountability & transparency
- Fundraising & sustainability
- Operations & staff management
- Volunteer involvement
- Support of United Way





Program Investment Criteria has not changed

- Meet a community need
 - Evidence based, outcomes, best practices
- Program meets deliverables and outcomes
 - Focus on response and recovery
- Organizational Capacity
 - Agency has capacity to deliver the program
- United Way investment
 - Number of factors considered by volunteers





What we heard

- Needs have changed
 - Programs that ran in 2019 may not be running the same way or may not be running at all
 - Staffing levels and program costs may have changed
- Agencies need flexibility at this time
 - For 2021, UW is offering flexibility in
 - Agencies identifying programs that are critical and needed
 - Can apply for different programs if they are related to immediate response to pandemic
 - Funding \$s
 - Each application will be reviewed on its own merit
- Focus is on programs providing basic needs and support to the most vulnerable (not universal programs)



2021 CI Strategy – what's changed

Not a permanent change; responding to **current** situation

Will revisit for 2022

- Focus on immediate needs; response, recovery
- Equity lens - to serve the most vulnerable
- Expand to include agencies that offer critical programs
- Timelines (Jan-Dec 2021)
- Applications for programs not currently funded by UW are now allowed
- Can apply for \$5000-50,000 per program
- Agency can apply for more than one program



2021 Funding

- Who
 - Partner agencies
 - Agencies that are supporting critical needs and are currently being funded by UW
- Applications
 - Does not have to be based on what was previously allocated
 - Your chance to look at where you need funding **now**
- Programs responding to pandemic





What will be funded

- Immediate needs
 - Intervention, support, prevention
 - Supporting the most vulnerable
 - Covid response and recovery

Priorities

- Basic needs
 - Food security (particularly for the most vulnerable, seniors, children/youth)
 - Shelter
- Addictions & mental health
- Counselling and supports





Applications for 2021 funding

- Funding requests
 - Not based solely on what was previously allocated
 - Programs responding to pandemic
 - Maximum application \$50,000 per program
 - Can apply for more than one program
 - Business case to be made for each program
- Focus on the most vulnerable
 - Equity lens
 - Women, LGBTQ+, marginalized, racialized, youth, seniors





Questions

