

United Way of KFL&A Community Investment Strategy 2023-2024

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United Way
Kingston, Frontenac,
Lennox and Addington

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COMMUNITY INVESTMENT STRATEGY

United Way researches and learns about the critical social issues in our community, working collaboratively and collectively with agencies, donors, volunteers, and partners.

Based on this community knowledge, United Way strategically invests in local programs and initiatives that focus on underlying causes to create lasting change, **addressing the root causes** of issues that impact people in our region.

Additionally, United Way funds programs that **support immediate needs, responding to local issues**. More than ever, the pandemic has highlighted the importance of prioritizing programs that support the most vulnerable.

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

United Way of KFL&A 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

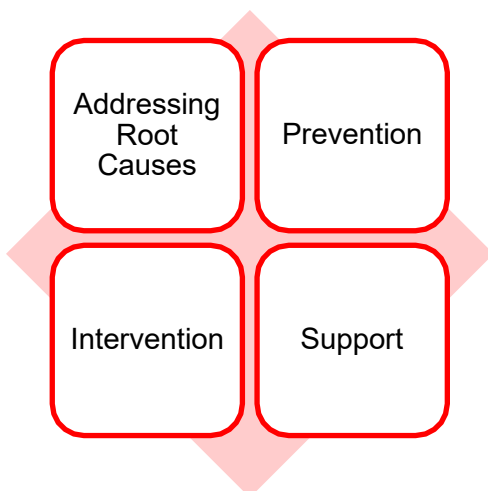
“To build and strengthen our community by bringing people and resources together to facilitate change”

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.

Context

During the Covid-19 pandemic, United Way focused on immediate needs, funding programs to support critical issues that surfaced locally and across all communities in Canada.

The priority issues during the pandemic were:

- Access to services and provision of basic needs, including food
- Equitable housing and homelessness supports
- Mental health, substance use, crisis, and counselling supports
- Supports to address gaps for people in vulnerable circumstances
- Equitable recovery and inclusive growth

During the pandemic the United Way increased funding to agencies. Along with targeted government funding, we were able to kickstart meaningful change, working with partners to get programs and initiatives started. These include new initiatives like the Community Food Redistribution Warehouse, Portable Out-Reach Care Hub, the Integrated Care Hub, additional spaces (Concession Street & Adelaide Street) to support people who are homeless, with enhanced access to counselling and mental health supports.

Through the pandemic, United Way invested approximately \$6 million a year in programs that were provided by a network of community agencies. These investments were made possible through enhanced fundraising as well as partnerships with governments and other key decision makers.

The accelerated drug poisoning crisis, increase in homelessness, food insecurity, addictions, and mental health challenges, have all contributed to the need for targeted and enhanced funding to address these complex issues.

Agencies working with us on these priority issues have let us know that they need a longer-term commitment to retain staff, and that continuity is important to build trust in the people using their programs. They have also advised us that the complex behaviours they are witnessing require more investments than the partner agency program funding limits allow.

As the United Way continues to focus on serving the most vulnerable, a natural progression is adding a funding stream to focus in and provide investments in longer-term solutions to systemic issues that were identified during the pandemic and are being addressed collaboratively in the community. These investments put funding where it is needed the most and where it can have maximum impact - now and into the future.

Taking agency input into account, United Way volunteers and staff have worked extensively on developing a funding framework. Much of the fund distribution process is not changing – it will continue to be volunteer-led, using a fair, objective process, and we will continue to fund programs, allowing for some administrative overhead to offset agency operations. The shift will be in the new funding streams for partner agencies, providing multi-year funding through Anchor funding and continuing annual funding through streamlined Program funding.

The 2023-24 framework establishes two funding streams. The first (and updated) stream supports partner agencies working closely with United Way to tackle complex priority issues, with established excellent organizational health and capacity to deliver sustained and effective programs. The second stream continues to provide annual funding for partner agencies to meet emerging needs, as well as delivering ongoing valuable programs.

Funding Framework

The following funding framework outlines how funding will be distributed locally:

- **Partner Agencies**

- **Anchor Funding**

Anchor funding is provided to partner agencies that work closely with United Way on priority issues affecting the community. Multi-year Anchor funding equips these frontline agencies to meet immediate needs while building solutions to the complex, critical issues in our region. These agencies need to meet a higher threshold of organizational health, stability, and capacity.

- **Program Funding**

Program funding provides flexible, annual support to agencies, and impacts current and emerging issues. This annual funding opportunity has been streamlined and provides more flexibility for partner agencies.

- **Emergency Assistance Fund**

Emergency fund grants support programs that support individuals and families living in poverty with food, dental assistance, winter boots and clothing.

- **Government Funding**

The United Way, as a trusted funding partner with governments, distributes grants to support service gaps as per guidelines. During the pandemic additional grants were disbursed through the Emergency Community Support Fund and the Community Services Recovery Fund. Additionally, funding is disbursed through Reaching Home Fund (Federal) and Community Investment Fund (City of Kingston)

- **Reaching Home Funds**

These funds improve access to safe, stable housing and to end chronic homelessness and are distributed to programs in Kingston through United Way KFL&A as the local Community Entity.

- **Community Investment Fund**

These one-time grants are disbursed through a joint City of Kingston and United Way KFL&A fund to encourage innovative and collaborative responses to social needs in our community.

Community Investment and Granting: Guiding Principles

The following principles guide volunteers when they make their funding recommendations and decisions.

Principle	What it means for United Way
Equity, Diversity, Inclusion, and Indigenization (EDII)	<ul style="list-style-type: none"> - Increase and grow diversity on committees, volunteer groups, boards of directors and employees - Fund, steward and build the capacity of organizations that have inclusion and diversity as a core part of their mandate - Support agencies and community to grow their EDII capacity through workshops, training, sharing resources - Ensure the diverse voices of communities are heard, their cultures respected - Work with organized Labour, businesses, organizations, agencies to promote the value of our diverse communities
Balanced	<ul style="list-style-type: none"> - Balance immediate need with long-term impact on root causes - 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 for their need. - Be disciplined, think critically, understand issues - Focus on serving the most vulnerable - 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 wherever possible - Avoid duplication - 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

Community Investment

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 prioritized programs that ensure that basic needs are met for those most affected.

In addition to program funding, the United Way invests in collective impact approaches that address root causes through shared community plans and initiatives. We also support coordination and collaborative efforts that enhance long-term stability of services in specific areas. Working collaboratively with community stakeholders, United Way develops and implements system-wide approaches to address systemic challenges and root causes.

United Way will continue to focus primarily on immediate needs to support the most vulnerable, using an equity lens. The past few years have reminded us of the cracks in the system, and the supports needed to support people who may otherwise fall between these cracks and chasms. The framework and funding streams are designed to sustain and build on the intense work being done to support our residents who are most in need, and for the community to be prepared for future disruptions.

Funding streams:

In 2023, through an extensive review process, volunteers and staff worked on developing funding streams that allow United Way to continue to address priority areas to support people who are most vulnerable, as well as allowing some flexibility for current and emerging issues.

All funding streams include a volunteer-led review process. Volunteers provide funding recommendations that are based on evaluation of the program using established criteria, research into local issues, strategic priorities, and available funds.

- **Partner Agencies** can access Anchor or Program funding, based on criteria and assessment
 - **Anchor Funding** provides 3-year funding for agencies partnering with United Way on priority issues
 - **Program Funding** provides grants for current and emerging issues through an annual review process
- **Emergency Assistance Fund** supporting programs for people living in poverty
- **Community Investment Fund** grants in partnership with City of Kingston
- **Reaching Home Funds** to prevent and end homelessness

Partner Agencies: Anchor or Program Funding

Anchor Funding

Agencies are invited to apply for multi-year **Anchor Funding** to support their work in priority areas, as well as their partnership and collaboration with United Way in addressing these priority issues:

- Access to services and provision of basic needs, including food security
- Equitable housing and homelessness supports
- Mental health, substance use, crisis, and other counselling supports
- Supports to address gaps for people in vulnerable circumstances

This funding stream provides multi-year funding up to \$100,000 per program, each year, for three years at a time. Agencies are brought on to Anchor funding every three years, with limited changes to funded programs during the three-year funding period. (This funding cycle will be 2024 through till 2026.)

Criteria – All Anchor Funded agencies

- the agency's primary focus must align with United Way's priority issues
- demonstrate robust organizational health with a more extensive application and reporting process
- must not have unresolved conditions to their funding over the past three years
- partner and engage on priority issues in a meaningful way
- are responsive, effective, and sustainable
- have a deep relationship with and are responsive to United Way
- have regular ongoing communication, contact, collaboration with United Way and other community partners

Timelines: Applications are received by August, with volunteer reviews in the fall and Board approval in November.

Program Funding

Agencies can apply for **Program Funding** annually, with grants provided for current and emerging issues. This funding stream provides annual funding for up to \$50,000 per program. Agencies can apply for up to three programs at a time. Agencies funded under the Anchor funding stream cannot apply for this funding.

While program assessment is the same in all streams, this funding provides a more streamlined application process for agencies and more flexibility in funding requests.

Criteria - All programs

- must align with the United Way's focus on serving a vulnerable population using an equity lens
- are assessed at the program level, with a simpler assessment for organizational health
- reduced reporting requirements

Flexibility: United Way recognizes that previously funded programs may no longer be running and/or needs have changed. Agencies have the opportunity to identify and apply for funding for needs they identify, providing rationale for the reason UW funding is needed.

Categories of Program funding grants

- **Pilot** (up to \$50,000)
 - Phase 1 pilots provide proof of concept with the new idea, including a theory of change to support a new proposal or evidence that it has worked in other agencies or communities. This pilot should not just be new to United Way, but new to the agency. These pilots have proposed evaluation process and metrics of success, including key learnings and development needs.
 - Phase 2: based on evaluation and metrics in the pilot program's second year; agencies must provide implementation plan beyond the pilot period.
- **Capital** (up to \$25,000)
 - Capital requests that support program delivery. This does not include major renovations or capital campaigns but may include vehicles, equipment, minor renovations, etc.
- **Implementation/Stabilization** (\$5,000-50,000)
 - This category provides funds to community programs with proven outcomes and data to support them. These are ongoing programs and funds ensure stabilization and continuity.

Timelines: Applications are received by August, with volunteer reviews in the fall and Board approval in November.

Emergency Assistance Fund

Every year a percentage is withdrawn from United Way's Endowment Fund and invested in programs that assist people who are living in poverty through the emergency assistance fund.

These grants range from \$10,000 to \$50,000 and cover specific supports like food boxes, the Community Food Redistribution Warehouse, Dental Treatment Assistance Fund, winter boots and clothing.

Timeline: there is no application process; funds are disbursed by the Board of Directors in spring and fall.

Community Investment Fund

These one-time grants are disbursed through a joint City of Kingston and United Way KFL&A fund. These grants encourage innovative and collaborative responses to social needs in our community. There is an annual call for applications and agencies can apply for grants of up to \$25,000. Agencies can apply for up to two years in a row for a project, program, or small capital expense, and then need to wait two years before being eligible to apply again.

Funding is disbursed to programs in the KFL&A region that fit within [Community Impact Areas](#):

- Helping Kids Be All They Can Be
- Building Strong and Healthy Communities
- Moving People From Poverty to Possibility

Timeline: applications are received and reviewed by volunteers in the spring; projects are approved by

City Council and United Way Board of Directors in August/September.

Reaching Home Grants

United Way, as the community entity, is responsible for distributing federal funding for homelessness. A volunteer panel makes recommendations based on guidelines and priorities established and recommended through a Community Advisory Board.

The United Way, in collaboration with the Community Advisory Board, disburses project funding to organizations that meet an identified need and goal within the following Reaching Home priorities:

Priority: Housing Services - Improving the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services that lead into more stable, safe, appropriate, and affordable housing (i.e.) transitional, supportive, permanent housing, Indigenous housing that reflect cultural values, beliefs, and practices.

Priority: Prevention and Shelter Diversion - Prevention includes activities aimed at preventing homelessness by supporting individuals/families at imminent risk of homelessness before a crisis occurs. This includes those who are currently housed but at risk of losing their housing, and preventing individuals who are discharged from public systems from becoming homeless.

Priority: Client Support Services - Individualized services to help improve integration and connectedness to support structures, such as the provision of basic needs and treatment services. They may also include services to support the economic, social, and cultural integration of individuals and families.

Priority: Capital Investment - Increasing the capacity or improving the quality of facilities used to address the needs of people who are homeless or at imminent risk of homelessness, including those that support culturally appropriate programming for Indigenous individuals/families.

Priority: Coordination of Resources and Data Collection - 1) enable communities to organize and deliver diverse services in a coordinated manner 2) support the implementation of Homelessness Individuals Families Information System (HIFIS) or the alignment of an existing HMIS with federal coordinated access requirements.

Community Investment Criteria

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

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

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.

All funding disbursement is dependent on United Way’s successful fundraising revenue and pledge collection.

Funding criteria for programs delivered by an agency (Program and Anchor funding)

The following will be considered when reviewing programs for all funding streams

Program and Anchor Funding Indicators	
<p>Meet a community need</p> <p>The agency has used evidence (client consultation and/or local data) to determine program design and delivery.</p>	<ul style="list-style-type: none"> - Program outcomes and intent aligns with a priority issue - 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 can 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 issues - Goals are realistic and achievable - The outcomes and/or outputs and 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 is not eligible
<p>United Way investment</p> <p>There is a demonstrated need for accountability with regards to United Way funding</p>	<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 several other factors, including needs in the community, priorities, 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

Organizational Health Criteria

The following criteria for agencies and their organizational health will be considered.

- Agencies applying for annual Program Funding will have a streamlined organizational health assessment in their application.
- Agencies receiving multi-year Anchor Funding will continue to use the existing organizational health assessment.

	Program Funding Organizational health	Anchor Funding Organizational health
Board governance and oversight	<ul style="list-style-type: none"> • Mission Statement • Insurance coverage • Governing documents (bylaws, letters patent) • Compliance with all applicable laws, regulations • AGM held within six months of the end of the fiscal year 	<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 six months of the end of the fiscal year
Financial accountability & transparency	<ul style="list-style-type: none"> • Annual audited financial statements available on agency's website • T3010 filed, other statutory remittances made 	<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"> • Agency has diverse sources of funding • Removal of public fundraising restrictions for agencies funded less than \$40,000 a year 	<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 may have a fundraising plan in place if they don't have consistent government funding, 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 backup 	<ul style="list-style-type: none"> • HR and other policies in place, reviewed and revised periodically • Information Technology systems include a backup stored offsite and data protection plan including cybersecurity
Volunteer involvement	<ul style="list-style-type: none"> • Agency has processes for volunteer screening and training 	<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 • Participation in speakers bureau, tours, days of caring • Provision of stories, speakers, photo ops as requested. • Agency has acknowledged United Way support 	<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. • Agency has acknowledged United Way partnership and support on social media
Equity, Diversity, Inclusion, and Indigenization (EDII)	<p>All agencies are at different stages of their EDII journey and are working towards their goals.</p> <p>Agencies will demonstrate progress in meeting this criterion, recognizing that this will need intentional effort and time.</p>	<p>It is acknowledged that all agencies are at different stages of their EDII journey and are working towards their goals. Agencies will demonstrate progress in meeting this criterion, recognizing that this will need intentional effort and time.</p> <ul style="list-style-type: none"> • Board committees, staff and volunteers reflect the diverse nature of the community served by the agency • The agency telegraphs its welcome and intent • The agency considers clients – who is using the program and who is not; and searches to engage people who are Black Indigenous People of Colour • The agency collects socio-demographic data • The agency seeks input from clients; and this is used in the design and delivery of programs

Equity Diversity Inclusion and Indigenization

The issues faced as a community can only be addressed when all in our community feel welcome and live with hope, dignity, and a sense of belonging. United Way believes inclusion increases trust, understanding, respect and collaboration.

Goal

United Way of KFL&A will demonstrate its ongoing commitment to reflect the diverse nature of our communities, promoting and practicing inclusion in all things we do.

United Way of KFL&A will:

- ✚ Increase and grow diversity on committees, volunteer groups, board of directors and staff
- ✚ Fund, steward and build the capacity of organizations that have inclusion and diversity as a core part of their mandate
- ✚ Support and educate agencies and community to grow their DEI capacity through workshops, training, sharing resources
- ✚ Ensure the voices of communities are heard, their cultures respected
- ✚ Work with organized Labour, businesses, organizations, agencies to promote the value of our diverse communities

Building EDII Capacity

As we near the end of the COVID-19 pandemic, unfortunately, the impact on our most vulnerable population continues at an alarming rate. Agencies continue to have high demand for their services. Some agencies are seeing new clients who may never have accessed their services earlier. There has been more awareness that COVID-19 disproportionately impacts women and people of colour. Equity, Diversity, Inclusion, and Indigenization is an important area of focus for United Way. An Equity Diversity Inclusion & Indigenization Roundtable advises and guides the Board of Directors.

EDII environmental scan:

An Agency Advisory Group was recruited, and with their guidance, an EDII environmental scan was completed. The consultants who completed this scan also developed Roadmaps as a tool to support agencies on their respective journeys.

Funding applications:

Having built questions into the funding application to help agencies identify specific actions, policies they may want to consider. EDII continues to be one of the areas that is considered in the funding review process. However, at this time no agency will be penalized for not having all policies, procedures worked out. The environmental scan provides a baseline against which to track progress. United Way will evaluate based on progress against their current state, rather than an absolute requirement to have all documents, practices, policies, and processes.

Communities of Practice

A recommendation from their report was the creation of agencies Communities of Practice around EDII. A consultant was retained to work with United Way to facilitate communities of practice, with the goal of identifying shared learning needs and supporting collective learning that bonds participants together while producing resources that benefit practice across the entire group.

Social Identity Data Collection

Collection of social identity data provides agencies with opportunities to understand the people they are serving and provides them with information to adapt and improve the experience of program users. With input from agencies and the EDII Roundtable, United Way brought in a consultant to work with six pilot agencies. The learnings from this pilot project will help all of us learn about the opportunities and challenges in collecting social identity data.

Termination Of Funding

Program Funding:

Program agency funds are approved and disbursed annually with no binding multi-year agreement. Termination of funding may occur by mutual agreement at any time.

If the agency receiving program funding does not adhere to the terms of the funding agreement or engages in activities that, in the opinion of the Board of Directors, the agency engages in activities that are likely to undermine the credibility of the United Way and its fundraising campaign, United Way reserves the right to terminate their funding at any time.

Anchor Funding:

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

If the Anchor 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 an 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 an Anchor Agency, the United Way shall conduct a review of the agency to determine whether the Anchor Agency will continue to be considered an Anchor 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. If 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 Anchor 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.

Supplementary Fundraising Guidelines

The supplementary fundraising guidelines only apply to Anchor or Program funded agencies that receive more than \$40,000 in a year.

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 in violation of their agreement and subject to the consequences, up to and including termination of funding and/or partnership status.

Appendix 1: Applying an equity, diversity, inclusion lens

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

At the heart of United Way’s mission is the desire to build strong and healthy communities. To do this work, everyone needs to be invested in these efforts. But certain approaches and models are more effective at getting sustainable, lasting change, while others address only the symptoms.

United Ways have an opportunity to apply resources and investments in ways that can address systemic inequalities. This work can be consultative, co-created, and grounded in research and evidence. When an equity lens is applied, a systems approach is required that accounts for all parts of our communities. Everyone has an important contribution to make in building healthy and strong communities. However, these inequalities can begin to be addressed by recognizing that this 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, funders are required to deepen relationships with community members impacted by services, to review their policies and procedures to ensure that they do not create exclusions, using resources to help strengthen capacity and recognize the efforts of groups seeking equity.

Definitions:

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. Equity recognizes and acknowledges the accommodation of differing needs and expectations and that equal treatment does not always yield equal results.

Diversity is the demographic mix of a specific collection of people, considering elements of human difference, but focusing particularly on racial and ethnic groups, 2SLGBTQIA+ populations, people with disabilities, neurodiversity, and women. We recognize the complexity of intersectional identities and their unique experiences. 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 is the degree to which diverse individuals can 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.” Inclusion is creating a top-to-bottom structure that encourages people of all groups, whether they are traditionally well-represented or underrepresented, to equal participation.

Indigenization is the addition or redoing of Indigenous elements. Indigenization moves beyond tokenistic gestures of recognition or inclusion to meaningfully change practices and structures. Power, dominance and control are rebalanced and returned to Indigenous peoples, and Indigenous ways of knowing and doing are perceived, presented, and practiced as equal to Western ways of knowing and doing. For non-Indigenous people, there can be a fine line between Indigenization and cultural appropriation, and it is important to seek appropriate guidance while recognizing that guidance can come from many sources

Inequality

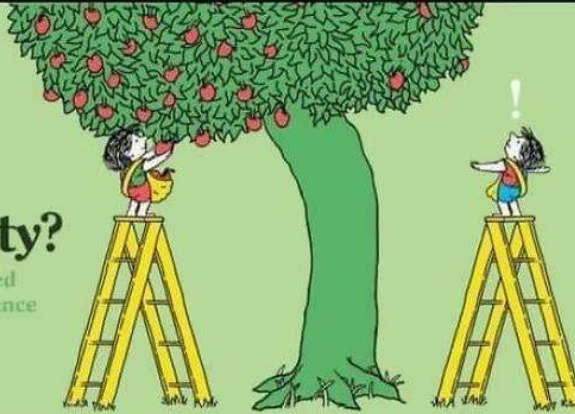
Unequal access to opportunities



Source: @blancherath in the 2019 Design in Tech Report

Equality?

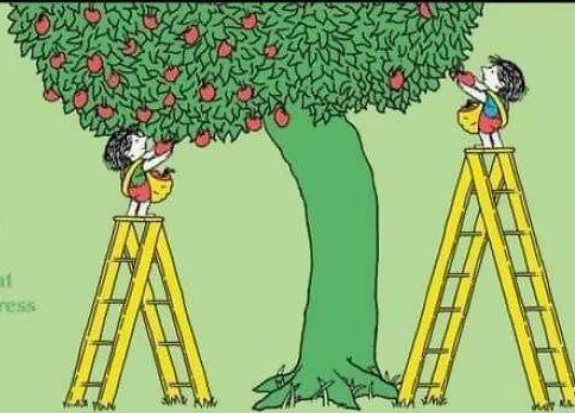
Evenly distributed tools and assistance



Source: @blancherath in the 2019 Design in Tech Report

Equity

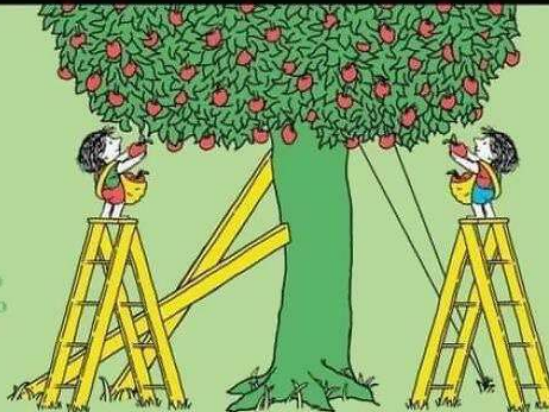
Custom tools that identify and address inequality



Source: @blancherath in the 2019 Design in Tech Report

Justice

Fixing the system to offer equal access to both tools and opportunities



Source: @blancherath in the 2019 Design in Tech Report

Appendix 2: Program assessment framework: outcomes at the individual level

All That Kids Can Be

Help children & youth reach their full potential

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

Support personal well-being and strengthen neighbourhoods.

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

From Poverty to Possibility

Meet basic human needs and move people out of poverty.

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. 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 support 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,

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