

# Strategic Plan 2023-2026



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**United Way**  
Kingston, Frontenac,  
Lennox and Addington

# Mission, Vision, Values, Guiding Principles:

## Mission

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

## Vision

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

## 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.

## Guiding Principles:

United Way of KFL&A believes in:

- Building authentic, long-term partnerships and relationships
- Engaging those who are impacted the most
- Leading with humility
- Making disciplined, evidence-based decisions
- Balancing immediate needs with focusing on root causes
- Building capacity in agencies
- Being efficient and effective
- Encouraging innovation



The United Way of Kingston, Frontenac, Lennox & Addington Board of Directors periodically reviews its strategic direction.

In 2017 extensive consultations were completed to get the diverse, rich feedback required for the development of the plan. During the pandemic, the UW of KFL&A Board of Directors completed an internal review of the strategic plan in 2021 and included an equity, diversity and inclusion lens overlaying the plan.

The United Way of KFL&A understands that the needs in the community are more complex and have changed significantly since then. A renewed strategic direction has been created to serve the region. The KFL&A community has continued to be a caring and giving community and as a result this United Way ranks second of all 67 United Ways across Canada in revenue per market million and is among the Top 100 rated charities in Canada. The United Way was able to secure pandemic-specific funds that helped to support a rapidly changing landscape in the social service sector.

**The United Way's renewed focus is to ensure that all community members continue to have an opportunity to live with hope, dignity, and a sense of belonging.**

The 2017 Strategic Plan focused on engaging the community, communicating the impact of United Way, investing in the future i.e., in technology, human resources and succession planning. Work began on Equity, Diversity, Inclusion, and Indigenization (EDII). The goals and objectives of the plan were successfully

met and have resulted in positive change in all areas of the plan.

In 2023, the United Way Board of Directors and staff undertook an exercise to identify potential opportunities, threats facing the organization. In preparation for the strategic planning workshop, Board members conducted over fifty key informant interviews, and a survey was sent out to volunteers and agencies.

A strategic planning workshop was coordinated, led by Erik Lockhart, Director of Queen's Executive Decision Centre, Smith School of Business. From this workshop four pillars were identified.

The Strategic Plan focuses on tackling complex community issues through collaborative efforts in the community. There has been significant focus on the development of collective initiatives, which will continue.

There is a recognition that frontline agencies are struggling to meet the new, complex, and enhanced demands they are experiencing; the United Way will seek ways to increase resiliency in this critical network of care.

The plan reinforces the importance of continuing learning and engagement through an EDII lens for the United Way and the agencies it funds.

There is a focus on increasing revenue to meet growing needs. The annual campaign has grown year over year for the past couple of decades. The goal will be to continue this growth, and to find additional sources of revenue, including strategically engaging the younger generation.

Collaboration	Equity Diversity Inclusion and Indigenization	Revenue	Resiliency
Tackle Complex Community Issues	Engage, Collaborate, Learn	Grow Revenue to meet Community Needs	Increase Resiliency in Agency Network
<b>Objectives</b>			
<ul style="list-style-type: none"> <li>• Continue to excel as a collaborator in bringing diverse groups together.</li> <li>• Work collaboratively with partners and agencies to identify and address <b>priority issues</b>.</li> <li>• Focus on preventative programming to address critical needs.</li> <li>• Communicate local needs and mobilize support for social change and our objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand, learn, have a strong position around key issues related to Equity, Diversity, Inclusion, and Indigenization (EDII).</li> <li>• Continue to play a leadership role in this area.</li> </ul>	<ul style="list-style-type: none"> <li>• Find new sources of revenue.</li> <li>• Grow younger generation of donors.</li> </ul>	<ul style="list-style-type: none"> <li>• Help agencies be the best they can be.</li> <li>• Improve the social service delivery system.</li> </ul>

Equity Diversity Inclusion and Indigenization			
Collaboration		Revenue	Resiliency
<b>Tackle Complex Community Issues</b>	<b>Engage, Collaborate, Learn</b>	<b>Grow Revenue to meet Community Needs</b>	<b>Increase Resiliency in Agency Network</b>
<b>Strategies</b>			
<ol style="list-style-type: none"> <li>1. Continue to build relationships with interest-holders and develop a network of agencies and partners to collaborate around specific issues.</li> <li>2. Identify and prioritize issues with gap analysis and data collection to inform strategies that tackle complex issues.</li> <li>3. Enact collective action towards resolving housing and homelessness.</li> <li>4. Advocate and educate, raising awareness of issues, to mobilize system change.</li> </ol>	<ol style="list-style-type: none"> <li>1. Embed EDII in our operations, governance, investments.</li> <li>2. Anti-racism: support committees, groups, and develop awareness campaign.</li> <li>3. Continue learning in EDII space.</li> <li>4. Collaborate with community groups, providing resources and leadership.</li> <li>5. Outreach to equity focused/led groups.</li> </ol>	<ol style="list-style-type: none"> <li>1. Secure new funding stream(s).</li> <li>2. Identify and protect existing, steady revenue stream.</li> <li>3. Develop Youth Engagement &amp; Giving Strategy to grow donations from younger generation with capacity to give.</li> <li>4. Leverage and advocate for funding from various sources.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop ways to support agencies with staff retention and recruitment.</li> <li>2. Support agencies through Leadership Development and governance workshops.</li> <li>3. Strengthen approach to support each agency's unique need.</li> </ol>



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