



June 4, 2018

HAND DELIVERED

Mayor Eisenberger and City Councillors
 City of Hamilton - Hamilton City Hall
 71 Main Street West
 Hamilton, ON L8P 4Y5

Re: United Way Halton & Hamilton Pledges to Improve Lives Locally

Dear Mayor Eisenberger and City Councillors,

United Way Halton & Hamilton (UWHH) is committed to addressing local pressing issues so that we can strengthen our community and improve the lives of many vulnerable Hamilton residents. Today, we are proud to have invested critical funds in 29 agencies providing 44 programs on behalf of 6,100 United Way donors. More than 72,000 Hamiltonians benefit from these investments annually. This support is only possible as a result of the community coming together to help those in need, by way of donations. Helping us to meet this need is one of our key community partners, the City of Hamilton.

During recent discussions at the Hamilton City Council meeting on May 10, 2018, some questions were raised about the UWHH investment strategy. I am writing to provide you with some information specific to the points raised.

Communities Served

Of the 44 programs, services are provided to each community of Hamilton Region. It is important that residents in each community of Ancaster, Dundas, Stoney Creek, Flamborough, Glanbrook and Hamilton have access to numerous supports. Attached to this letter you will find a summary of the community programs actively supporting multiple communities.

New Investment Model

We are seeing a shift in the communities we serve. From the complex issues of poverty, food insecurity and homelessness to ensuring all children have equitable access to life changing supports to preserving health and wellbeing services for seniors and the most vulnerable in our neighbourhoods.

Essentially, the traditional flow-through funding approach was not having the intended impact. In searching for a solution, we spent the past three years researching and consulting with agencies, subject matter experts, key informants, advisors, community members and donors. We are pleased to report that we found a consensus that our investments should be shifted to have greater focus.

To address these shifts, and to support what the community identified, UWHH determined Hamilton Region would embark on a new investment framework called **Road to Greater Impact**.

The journey of this new framework commenced prior to amalgamation.

For the first time in a decade, this new framework resulted in an open application process whereby both traditionally funded programs and new programs could apply. Previously, applications were open solely to currently funded agencies. It involved the following:

1. Conducting research and utilizing evidence to identify the most pressing needs in local communities;
2. Establishing strategies to respond to those needs in a way that ensures the greatest impact;
3. Defining transparent criteria to select and evaluate social service programs UWHH funds.

The new framework saw increased competition where some longstanding supported programs were unsuccessful due to lower application evaluations. Similar to that of the City of Hamilton Community Enrichment Fund, successful programs were selected through a transparent, rigorous, multi-level process that included review by a Volunteer Impact Cabinet represented by members of your community, a team at Mohawk College and governance bodies. The selection process considered the following evaluation areas:

- Alignment with strategy
- Program reporting
- Governance
- Financial stability
- Agency capacity to deliver the program
- Compelling case
- Program design
- Program impact outcomes

We knew this change would be difficult. That's why, for the past three years, UWHH has been communicating with agencies to ensure they were well informed and aware of the new framework. UWHH also provided the opportunity for agencies to be engaged in the process and to shape the new framework. All of our agencies were made aware that some difficult investment decisions would result from this new evaluation process and the increased competition.

Embracing Evolution

Like other sectors, our organization is evolving to adapt to new realities in the community. By doing so, we are positioning ourselves to make decisions that amplify local impact.

For the past three years, we have been working with, and preparing, agencies for this change. We knew this was going to be difficult and we are very sensitive to that. We also communicated with agencies on numerous occasions, as we knew some were going to be disappointed.

UWHH has operated under the similar framework for the past decade. Quite simply, it was time to shift and, three years ago, Hamilton chose to drive the future forward. The Board knew that in order to adequately provide for our communities and provide the kind of support our communities have come to rely on, UWHH would have to focus efforts for maximum impact.

The Road to Greater Impact is being piloted in Hamilton and will be implemented across Burlington and Halton in the coming years. In Hamilton, United Way and its partners reached a consensus that there would be six local priorities, all concentrated around addressing poverty and supporting families.

UWHH is applying an evidence-based approach to investments and measuring impact. We have key research partners, financial groups and subject matter experts who guide decisions. Our decisions are community led. This isn't UWHH solely making these decisions; it is the combination of research and the community indicating need.

Increased Competition

Similar to other funders, UWHH found itself in a situation where requests far exceeded available investment funds. In fact, driving the competitive nature of the application process was a \$2 million difference between requests and the investment pool. As a result, UWHH was not able to financially support all applications.

Amalgamating

Back in April 2017, we amalgamated four United Ways to create one organization. It has been a challenging, yet exciting, year as we have seen the possibilities of bringing these communities together. The pressing issues supported are shared across all boundaries, and UWHH is in a position to implement greater and more meaningful change as the result of shared data and resources from many neighborhoods.

We now benefit from economies of scale and greater efficiencies. However, the primary purpose for amalgamation was to position the organization to do better for the thousands of people and the 68 agencies that rely on us in both Hamilton and Halton Regions. We have combined talent and skill and have shaped a diverse board with representation from each community in Hamilton Region and Halton Region (Burlington, Halton Hills, Milton, Oakville). In the end, it is our goal to be a stronger organization, well positioned to raise more and invest more in all communities in the future.

What's Raised Local Stays Local

Money donated stays in the community where it was raised. That is, and will always be, a pillar of our organization. Accounting practices with segregated funds have been established to ensure that 100% of donations received in Hamilton are invested in Hamilton.

The New Realities of Fundraising

One of the new realities we face is financial. Although United Way has been able to allocate \$30 million to Hamilton area agencies over the past 10 years, we know that across the entire charitable sector, more donors are demanding to know how their gifts are creating lasting, measureable impact. Add to this, more competition for donor dollars, and it's becoming increasingly difficult to support essential programs that rely on United Way funding.

This is one of the very reasons we are evolving. Donors expect more. They seek accountability, report backs and a clear understanding of how their support is impacting their community.

More than a Funder

Investing in programs is a large part of what we do. Yet, UWHH is not just a flow thru. We have access to a national brand and to local expertise that we can leverage internally, and have a powerful ability to link community resources with community needs that go far beyond investments. Together with corporate, individual and government partners we can work towards making lasting change.

UWHH plays a unique role in the community by supporting the entire sector, the network, community based research and helping to move forward policy. Last year alone, UWHH supported a number of initiatives beyond investing, including:

- Supported 150 languages via the “211” hotline to help people in need navigate the network of social services
- With UW Canada, we were at the table helping to develop the National Housing Strategy
- Worked to expand agency capacity by leading a series of agency education sessions taught by industry experts
- Supported the Social Planning and Research Council in conducting leading research

Campaign Participation

Last month, UWHH entered into three year investment agreements with 29 local agencies in Hamilton. As a charity, the only means for UWHH to meet these obligations is by convening and mobilizing the community to raise critical funds. We are grateful the City of Hamilton has been a leader in the community by showcasing support through their employee fundraising campaign, where employees have the option to make the personal decision to support UWHH. It is our hope this leadership will continue. Any reduction in donors will put the campaign at risk of seeing further reduced funds to support the current programs and agreements in place.

Working Together to Build Stronger Communities

I hope this letter provides you with important information and clarification to some of the concerns raised. I would be happy to meet with you at any time to discuss further.

UWHH is grateful to the City of Hamilton for being a champion for those in need. Our organization strongly believes it takes many stakeholders to come together to ensure no one is left behind. We see the City of Hamilton as a partner. We recognize and sincerely appreciate your leadership and support. United together, we are investing to improve lives locally.

Sincerely,



Brad Park
President and CEO



United Way
Halton & Hamilton

Proud to be Supporting Residents in Hamilton Communities
May 2018

Agency	Program	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
Alternatives for Youth	Counselling	x	x	x	x	x	x
Ancaster Community Services	Assisted Volunteer Driving Program	x					
Big Brothers Big Sisters of Hamilton & Burlington	Matching Services - Hamilton	x	x	x		x	x
Boys & Girls Clubs of Hamilton	Character Development					x	
Canadian Mental Health Association, Hamilton Branch	Evening Social Recreational Rehab					x	
Catholic Family Services of Hamilton	Credit Counselling	x	x	x	x	x	x
	Individual and Family Counselling	x	x	x	x	x	x
	Senior's Intervention & Support	x	x	x	x	x	x
Catholic Youth Organization	Group Work Services	x	x	x	x	x	x

Agency	Program	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
Community Living Hamilton	Supported Leisure		x		x	x	
Dawn Patrol Child & Youth Services Inc.	REACH					x	
Dundas Community Services	Services for Seniors	x	x			x	x
Elizabeth Fry Society Southern Ontario Region	Opportunities for Women	x	x			x	x
Empowerment Squared	Academic Mentoring and Tutoring					x	
Eva Rothwell Centre	After School Program					x	
	Project Empower - After School Program					x	
	Community Hub					x	
Hamilton Council on Aging	Community Support for Seniors					x	
Hamilton Literacy Council	Literacy and Basic Skills	x	x			x	x
John Howard Society of Hamilton, Burlington & Area	Family Support	x	x		x	x	x
Living Rock Ministries	Oasis Coffee House Evening Program					x	

Agency	Program	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
Neighbour to Neighbour Centre	Healthy Food Access & Skills					x	
Sexual Assault Centre Hamilton and Area (SACHA)	Abuse Prevention	x	x	x		x	x
	Counselling and Advocacy	x	x			x	x
	Crisis Support	x	x	x	x	x	x
	Diverse Community Outreach	x	x			x	
Social Planning and Research Council	Community Research	x	x	x	x	x	x
St. John Ambulance - Hamilton Branch	Therapy Dog Program	x	x			x	x
St. Joseph's Villa - Seniors Day Program	St. Joseph's Villa	x	x	x	x	x	x
St. Matthew's House	Emergency Food Programs	x	x	x		x	x
Threshold School of Building	Ready to Work	x				x	x
Welcome Inn Community Centre	Learning and Fun After School					x	
Wesley Urban Ministries	All Youth Zone					x	

Agency	Program	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
Wesley Urban Ministries	Early Years Mobile Services	x	x			x	x
	Wesley Day Centre					x	
	Multicultural Seniors Outreach					x	
	Wesley Youth Housing	x	x			x	x
Wever Community Hub	CORE Kids					x	
YMCA of Hamilton/Burlington/Brantford	Children & Youth Health & Fitness			x		x	
	Day Camp	x	x	x		x	x
YWCA Hamilton	After School Programs					x	
	Good Beginnings	x	x	x	x	x	x
	Woman Alive	x	x			x	x
	Young Women & Girls Programs					x	

*The following data was obtained from 2017-2018 program applications. Agencies and programs that service Ancaster may also service Glanbrook, Flamborough etc., therefore total # of supported agencies and programs are not unique. Agencies and programs that service surrounding Hamilton communities (e.g. Ancaster) may not be physically located in that community and may be located in Hamilton or Halton (e.g. Hope Place Centres).

**pending receipt of signed Funding Agreement

Although very important, UWHH was not able to fund the following organizations' programs at this time:	There were a handful of agencies still receiving support; however one or more of their programs were unsuccessful:
<ol style="list-style-type: none"> 1. Canadian Hearing Society, Hamilton Region 2. CNIB, Hamilton 3. Canadian Red Cross Society, Ham, Went, Burl 4. Children's International Learning Centre 5. Flamborough Information & Community Services 6. Glanbrook Community Services 7. HARRRP - Hamilton Association for Residential and Recreational Redevelopment Programs 8. Hamilton Jewish Social Services 9. Lynwood Charlton Centre (Under the Willows) 10. Multiple Sclerosis Society of Canada, Hamilton 11. Navy League of Canada, Hamilton 12. St. Joseph's Home Care 	<ol style="list-style-type: none"> 1. Dundas Community Services 2. Elizabeth Fry Society, Southern Ontario 3. John Howard Society, Hamilton 4. YWCA Hamilton