



United Way
Leeds & Grenville

ANNUAL REPORT

2025

THE ROAD AHEAD



“ This year has been one of tremendous momentum for UWLG. We are incredibly proud to have reached our campaign goal, allowing us to continue investing in the care economy across Leeds & Grenville and supporting individuals and families who are struggling right now. ”

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TABLE OF CONTENTS

Message from Ian and Hailie	2
Mission, Vision, Values	3
Strategic Plan	4
Board of Directors	7
Cabinet	7
Staff	7
Admin Report	9
Awards	10
Financial Highlights	11
Treasury Report	12
Volunteer Appreciation Breakfast	13
Ultimate Burger Battle	14
Highlights	15
Community Impact Strategy	17
Leeds & Grenville Stats	19
Funded Partners	21

MESSAGE FROM THE EXECUTIVE DIRECTOR & BOARD CHAIR

As we reflect on the past year at United Way Leeds & Grenville, we are filled with gratitude and pride for what our community continues to accomplish together. Every campaign, partnership, volunteer effort, and investment tells the story of a region that cares deeply for one another and rises to meet challenges with compassion, collaboration, and action.

This year has been one of tremendous momentum for UWLG. We are incredibly proud to have reached our campaign goal, allowing us to continue investing in the care economy across Leeds & Grenville and supporting individuals and families who are struggling right now. Through donor support, workplace campaigns, events, and community partnerships, we are helping ensure critical services remain available across our region when people need them most. By making strategic investments in poverty reduction and opportunity programs, it helps break cycles of generational poverty, create pathways to stability, and build stronger futures for individuals and families across Leeds & Grenville.

From celebrating a sold-out Campaign Breakfast, launching the inaugural River 50/50, and supporting initiatives like Day of Caring and Change for Change, to strengthening partnerships across Leeds & Grenville, we have

continued to see the incredible impact that is possible when our community comes together. This year also saw the launch of GenNext, helping engage a new generation of community-minded young adults through volunteerism, networking, and community impact initiatives.

We also want to recognize the many amazing workplaces, businesses, and organizations that continue to champion United Way. Not only do they support our work financially, but their staff so often step forward as volunteers, campaign leaders, event participants, and advocates for community change. Their commitment demonstrates the powerful role workplaces play in building stronger and more connected communities across Leeds & Grenville.

At the same time, we recognize that communities must be ready to respond when urgent needs arise. This year, United Way Leeds & Grenville launched the Emergency Response Grant — a new initiative designed to ensure local organizations can quickly access resources during times of crisis. Whether responding to emergencies, supporting food security efforts, or helping agencies adapt to emerging community challenges, UWLG remains committed to being agile, responsive, and readily available when our community needs us most.

While we remain focused on today's pressing needs, we are also thinking boldly about the future. This year marked the completion of our 2025–2028 Strategic Plan, a roadmap that will guide our work over the next three years. Developed through extensive community consultation, the plan positions UWLG to strengthen fundraising, invest in the greatest community needs, build organizational sustainability, and further establish United Way as a trusted leader and convener across Leeds & Grenville.

None of this work happens alone. It is made possible through the generosity of donors, the dedication of volunteers, the leadership of our Board and Campaign Cabinet, and the invaluable partnerships we share with agencies, businesses, municipalities, and community members throughout the region.

Together, we are building a stronger, more connected, and more resilient Leeds & Grenville — one where people are supported not only in moments of crisis, but also empowered to thrive for years to come.

Thank you for being part of this work and for continuing to believe in the power of community.

With gratitude,

Hailie Jack
Executive Director



Hailie Jack

Ian McFall
Chair, Board of Directors



Ian McFall

MISSION:

Improve lives and build community by engaging individuals and mobilizing collective action across Leeds & Grenville

VISION:

A United Way bringing people together to build vibrant caring communities across Leeds & Grenville

VALUES:

- Commitment and collaboration equal positive results - To lead, convene, energize and inspire people to make a difference
- Elevate the power of volunteerism - To provide meaningful opportunities for individuals to realize their potential by demonstrating volunteer leadership in service to the community
- Embrace Diversity & Inclusion for a healthy community - To reflect the diversity of the communities we serve and empower those voices
- Foster innovation for community success - To recognize that complex problems require trying new things, innovating, testing, and learning to adapt to changing circumstances
- Strong measures and analytics lead to impact and focus - To craft solutions to community challenges to meet the needs of those we serve based on measurements and data
- Build and maintain strategic community relationships - To build coalitions around tackling key challenges and working collaboratively to solve them
- Invest in the community and ourselves - To increase investments in key solutions by expanding and diversifying our own resource development and fundraising efforts, and supporting those of others
- Foster trust through transparency and effective communication - To ensure investments have recognizable, measurable, and transparent impact working towards common goals

STRATEGIC PLAN

United Way Leeds & Grenville's 2025–2028 Strategic Plan outlines a bold vision to strengthen and support communities across Leeds & Grenville through collaboration, leadership, and sustainable impact. Guided by its mission to improve lives and build community, the plan was developed through extensive consultation with community members, agencies, donors, volunteers, staff, and board members to ensure it reflects the region's evolving needs.

Over the next three years, UWLG will focus on five key strategic directions: diversifying and growing fundraising efforts, strengthening board and volunteer development, ensuring

organizational stability, increasing awareness and thought leadership, and defining and investing in the community's greatest needs. The organization aims to raise \$2 million annually by 2028, expand donor engagement, build long-term financial sustainability, and further establish itself as a trusted convener and community leader.

The plan emphasizes collaboration, innovation, and measurable impact, positioning United Way Leeds & Grenville as a vital local asset that brings people, partners, and resources together to address urgent challenges while building a stronger, more resilient future for everyone in the region.

STRATEGIC

Strategic Direction 1



FUNDRAISING DEVELOPMENT & DIVERSIFICATION

GOAL: Raise \$2M annually by 2028 and improve donor engagement region-wide.

Supporting Actions:

- Develop and launch a multi-year fundraising strategy
- Build brand awareness across L&G
- Continue to recruit and build a high profile cabinet

Strategic Direction 2



BOARD AND VOLUNTEER DEVELOPMENT

GOAL: Board and Volunteer Development

Supporting Actions:

- Establish a nominations committee to diversify board by geography, age, background
- Develop and launch recruitment strategy for board and cabinet members
- Develop and launch succession planning

Strategic Direction 3

ORGANIZATIONAL STABILITY

GOAL: Ensure long-term viability and flexibility to commit to multi-year investments.

Supporting Actions:

- Renew risk assessment and management policies
- Renew financial protection policies
- Explore site options

Strategic Direction 4

AWARENESS & THOUGHT LEADERSHIP

GOAL: Be a recognized and trusted leader, preferred partner and community builder.

Supporting Actions:

- Convene groups around priority impact areas
- Host community forums on key issues
- Expand NPO & Board Chair development across L&G

Strategic Direction 5

DEFINE AND FOCUS ON GREATEST NEEDS

GOAL: Clarify funding criteria and direct investments for impact as defined by UWLG.

Supporting Actions:

- Renew and launch community impact strategy.
- Launch multi-year giving
- Invest in agency capacity building to ensure long term impact of programming

BOARD OF DIRECTORS



Ian McFall
Board Chair



Barry Raison
Vice Chair



Chris Dang
Treasurer



Stephen Mazurek
Director



Cindy Becker
Director

CABINET



Darren Gallacher
Cabinet Chair



Marilies Rettig



Ian McFall



Pamela Robertson



Bob Pearce
Director



Fayme Taylor
Director



Philip Ling
Director



Hendrik Pape
Director

UWLG STAFF



Hailie Jack
Executive Director



Melissa Hindman
Director of Resource Development



Tanya Noyes
Data & Communications Coordinator



Jenny Waite
Finance Coordinator



Marieke Van Spriel
Office & Programs Coordinator, Secretary to the Board



OPS SPONSORED EMPLOYEE

Jill Andress
*Secondment
Ontario Public Service – 10 weeks*

SUMMER STUDENTS

Karlie Barkley
Fundraising Coordinator

Marieke Van Spriel
Special Events Coordinator

ADMIN COMMITTEE REPORT

Admin Committee Chair – Barry Raison

This past year was one of strategic realignment and strengthened governance for United Way Leeds & Grenville. Amid ongoing economic uncertainty, UWLG continued to respond to emerging community needs while the administration committee encouraged strong focus on long-term, operational stability and accountability.

The committee was able to give oversight to the policy creation and updating required by United Way Centraide Canada and the government in 2025. The organization saw successful completion and approval of all board, governance, and data-related policies, while reinforcing internal accountability and organizational best practices. The committee was able to move forward with upgrading cybersecurity and IT within the organization, maintaining strict protection of data and records.

The Board recognized an immediate need for community support after a fire left multiple families and individuals in need of a place to stay and household items and encouraged the implementation of the Emergency Response Grant. This was immediate

funding to those affected by the fire and was a direct display of the type of aid United Way Leeds & Grenville strives to give its community. The administration committee was delighted to see the support the organization was able to provide.

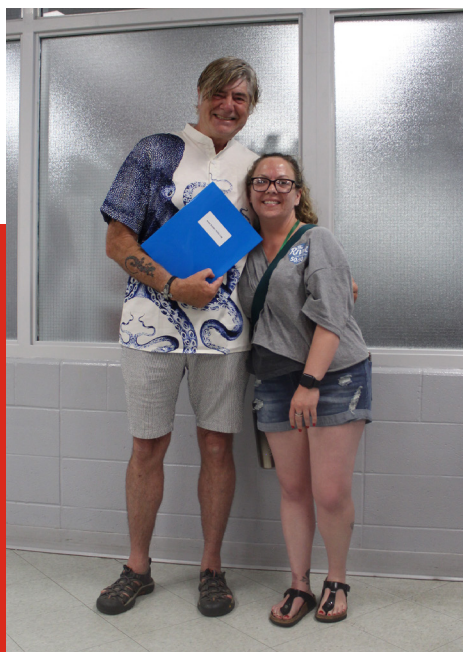
The year 2025 was a year to advance on the strategic plan, and regrowth of campaign. UWLG met its \$900,000 campaign goal, reflecting the benefits of internal stability through governance and best practices. Many factors play into a successful campaign, and the committee is eager to see the continuation of policy development and long-term sustainability goals contribute to that.

I am leaving the board after several years as vice chair of the board and chair of the administration committee, and I want to thank Chairman Ian McFall and all of my fellow board members, and Executive Director Hailie Jack and her staff for their commitment to our community, dedication to the mission of the United Way, and for their friendship.



Barry Raison
*Administration and
Bursary Committee
Chair*

AWARDS



Philip Ling, Board Member,
won an Assest Builder Award



Bob Pearce, Board Member, awarded
Small Business of the Year –
Henderson Digital Marketing & Printing

Melissa Hindman, UWLG Staff,
awarded Young Professional of
the Year

In 2015, United Way Leeds & Grenville was able to dedicate a portion of funds to supporting students in the local area who have demonstrated an active commitment to volunteerism. The goal of the Bursary is encourage local high school students to be active in their community through volunteerism.

Bursary Recipients

Kaitlyn Blair
Athens DHS

Bridget Murphy
St. Mary CHS

Avery Helleman
St. Michael CHS

Annika Squires
TISS

FINANCIAL HIGHLIGHTS

We provided financial statements in alignment with Canadian accounting standards for not-for-profit organizations and United Way Centraide Canada's Transparency, Accountability, and Financial Reporting Standards.

TOTAL REVENUE

Total Revenue	2024	2025
Net Campaign Revenue	\$ 808,329	\$ 891,356
Other Revenue	109,376	78,932
Total Revenue	917,705	970,288

TOTAL EXPENSES

Total Expenses	2024	2025
Grants & Programs	871,967	772,112
Fundraising & Related Admin Expenses	212,502	231,225
Total Expenses	\$ 1,084,469	\$ 1,003,337

ASSETS

Assets	2024	2025
Current Assets	754,600	695,402
Long-Term Investments	141,601	163,403
Capital Assets	116,661	100,307

Liabilities & Net Assets	2024	2025
Current Liabilities	89,505	73,679
Deferred Contributions	5,197	322
Net Assets	918,160	885,111

Note: Full audited statements are provided with this booklet or are available by contacting the United Way office.

TREASURY REPORT

As Treasurer, I am pleased with the audited financial statements for the 2025 fiscal year.

The past year demonstrated meaningful progress in our financial performance. Through a combination of increased fundraising success and careful expense management, we significantly reduced our operating deficit compared to the previous year. This improvement reflects the ongoing efforts of our staff, volunteers, donors, and community partners who continue to support the work of the organization.

Our balance sheet continues to reflect financial strength. We maintain a high level of liquidity and have sufficient resources available to meet our financial obligations and respond to future opportunities and challenges. Although cash balances declined during the year, our overall financial position remains strong, supported by a healthy mix of assets and relatively low liabilities.

Fundraising remained a key contributor to our success. Campaign contributions showed encouraging growth, reflecting the generosity and commitment of our donors. At the same time, some revenue sources were lower than in previous years, highlighting the importance of continuing to diversify and strengthen our revenue streams in the years ahead.

The organization also continued to manage expenditures responsibly. While investments in programs and community initiatives increased, overall expenses were reduced through

careful budgeting and ongoing review of operational priorities. This balance allowed us to continue delivering meaningful impact while improving our financial results.

Our cash flow position also improved significantly during the year. Although some cash was used to support strategic initiatives and investments, the organization's operating activities showed notable improvement, demonstrating stronger financial performance and improved sustainability.

Looking ahead, we remain focused on building on this positive momentum. Continued attention to fundraising growth, financial stewardship, and long-term planning will help ensure the organization remains financially resilient and able to meet the evolving needs of our community.

I would like to thank our Board of Directors, staff, volunteers, donors, and community partners for their continued dedication and support. Their commitment plays a vital role in the success and sustainability of our organization.

Thank you,



Christopher Dang
UWLG Treasurer

VOLUNTEER APPRECIATION BREAKFAST



Gord Brown Memorial Award:
Bruce Wylie



Rural Strong Award:
INVISTA Maitland



Unsung Hero Award:
Bev Heuvig



Chairs Cup – Industrial:
Canarm LTD



Chairs Cup – Finance:
RBC



Chairs Cup – Public Service:
Ministry of Children and Youth Ontario Public
Sector Workplace Charitable Campaign



Wave of Hope Award:
Homelife DLK Real Estate



Chairs Cup – Health & Social Service:
Lanark, Leeds and Grenville Addictions and Mental Health



ULTIMATE BURGER BATTLE

The “Ultimate Burger”:

Stoodley’s Kitchen & Beverage in Elgin -- The “Smoke Show” Burger

People’s Choice Ultimate Burger:

1st Place:
Karra’s Burger & Fries in Brockville

2nd Place:
Stoodley’s Kitchen and Beverage in Elgin

3rd Place:
Sam’s Grill in Brockville

Most Ultimate Burgers Sold:

Karra’s Burgers & Fries in Brockville, who sold a total of 431 Pump Up The Jam burgers

Runner-ups:

Cedar Valley Golf & Country Club in Elizabethtown-Kitley -- The “True North” Burger.

1000 Islands Brewery in Brockville took 3rd -- The “Better Mac” Burger

Ultimate Burger Battle Ambassadors:

- Chelsea Anderson
- Christina Covey-Shannon
- Christopher Davidson
- Colin Jardine
- Jeff Severson
- Melissa Szydlowski
- Matt Vanderbaaren

HIGHLIGHTS



Change for Change Returns!! Thank you Lynn Public School for bringing Change for Change back to our United Way! Students collected over \$1000 in loose change to support UWLG's campaign



Leadership reception – our second annual Leadership Reception brings leader donors of UWLG together



3M harvest lunch – another amazing year partnering with 3M Canada to provide meals across L&G.



Gord Brown Memorial Golf Tournament – Proceeds reaching a record high of \$277,000 for our 5th year. Winning team members: Scott Gee, Joe Lewis, Andrew Dickson and Tim Keyes.

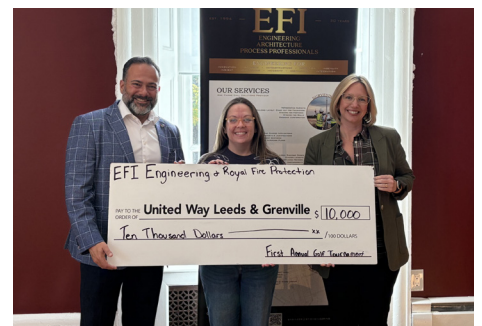


Proudly hosted our sold-out Campaign Breakfast



Brockville Police YIPI Students did a BBQ in support of UWLG!

At Leeds & Grenville Touch A Truck, UWLG hosted a "Pay what you can" BBQ, thank you to Hyundai Brockville and Real Canadian Superstore in Brockville for supplying the food and BBQ. Thank you Big Brothers Big Sisters and STERIS Applied Sterilization Technologies with our Special Events Volunteers for their efforts to make it happen.



Thank you EFI for donating the proceeds of your charity golf tournament to UWLG!



Brockville Women in Business - Chosen Charity for 2024/2025



Hailie & Board members Philip Ling and Chris Dang attended Coldest Night of the Year in support of the John Howard Society Kingston & District



Mrs. B's variety supported another year of Nevada Ticket sales. Thank you Mrs. B's.



Day of Caring: RNJ Youth Services, Connect Youth and Pathways Supportive Cabins working together to support Downtown Brockville. Other workplace participants include City of Brockville, Invista Maitland and Bethel Christian Reformed Church.



Giving Tuesday - \$50,000 Raised! Thank you to Ignite for the signage, and MyFM for your support on air!



Thank you to the Uppity Improve team and Mark Oliver for donating part of the proceeds from your show 'Wicked Wicked Bang Bang Game Show' to UWLG.



The inaugural River 50/50, brought to you by Homelife DLK Real Estate in support of UWLG kicked off with a bang!! Congratulations to Donna – taking home over \$22,000! Special thank you to the 1000 islands regatta!

OUR COMMUNITY IMPACT STRATEGY IN ACTION

United Way Leeds & Grenville (UWLG) invests in local programs that tackle both urgent needs and root causes of social issues. Decisions are made using community research and collaboration with local stakeholders.



Top 6 Community Priorities (from 2023 Study)



Funding Streams

- **Program Funding:** Annual, flexible support for agencies addressing community needs.
- **Urgent Needs Fund:** One-time support to individuals facing emergency expenses that risk housing stability.
- **Government or collaborative Funding:** Grants distributed on behalf of government partners and/or various organizations. Example: LEAP funding (Low Energy Assistance Program).
- **Non-Qualified Donee Funding:** Funding for non-registered charities under CRA guidelines.

Funding Criteria & Metrics

Funding decisions are guided by:

- **Equity, Diversity, Inclusion & Indigenization (EDII)**
- **Balanced** response to urgent and long-term needs
- **Responsiveness** to changing conditions
- **Evidence-based** approaches with measurable outcomes
- **Collaboration** with partners to avoid duplication
- **Strength-based** development of people and organizations
- **Adaptability** and ongoing learning
- **Clear deliverables, outcomes, and organizational capacity**

Organizational Expectations

Agencies must demonstrate:

- Good governance and transparency
- Financial accountability
- Sustainable operations
- Volunteer engagement
- Support and promotion of United Way partnerships
- Commitment to EDII practices

Supporting Charities Across Leeds & Grenville



Supporting Charities Across Leeds & Grenville – Not only does United Way Leeds & Grenville help fund charities and programs, but we also help connect organizations and strengthen collaboration across our region. In 2025, UWLGM helped bring together the Weekender Program and Loaves & Fishes to form a new partnership, helping ensure the continued success and sustainability of the local Weekender Program for families and children in need.

Emergency Response Grant – UWLGM is Prepared to Respond to Emergencies



In 2025 we launched a new grant - The Emergency Response Grant, designed to help local nonprofits deliver critical relief and recovery services. These grants will be fast-tracked to ensure organizations on the frontlines have the resources they need to respond effectively. While inspired by a 2025 fire, the grant will remain in place, ready to be called upon to open as a standing resource for future emergencies, ensuring our region is prepared to respond quickly when disaster strikes.

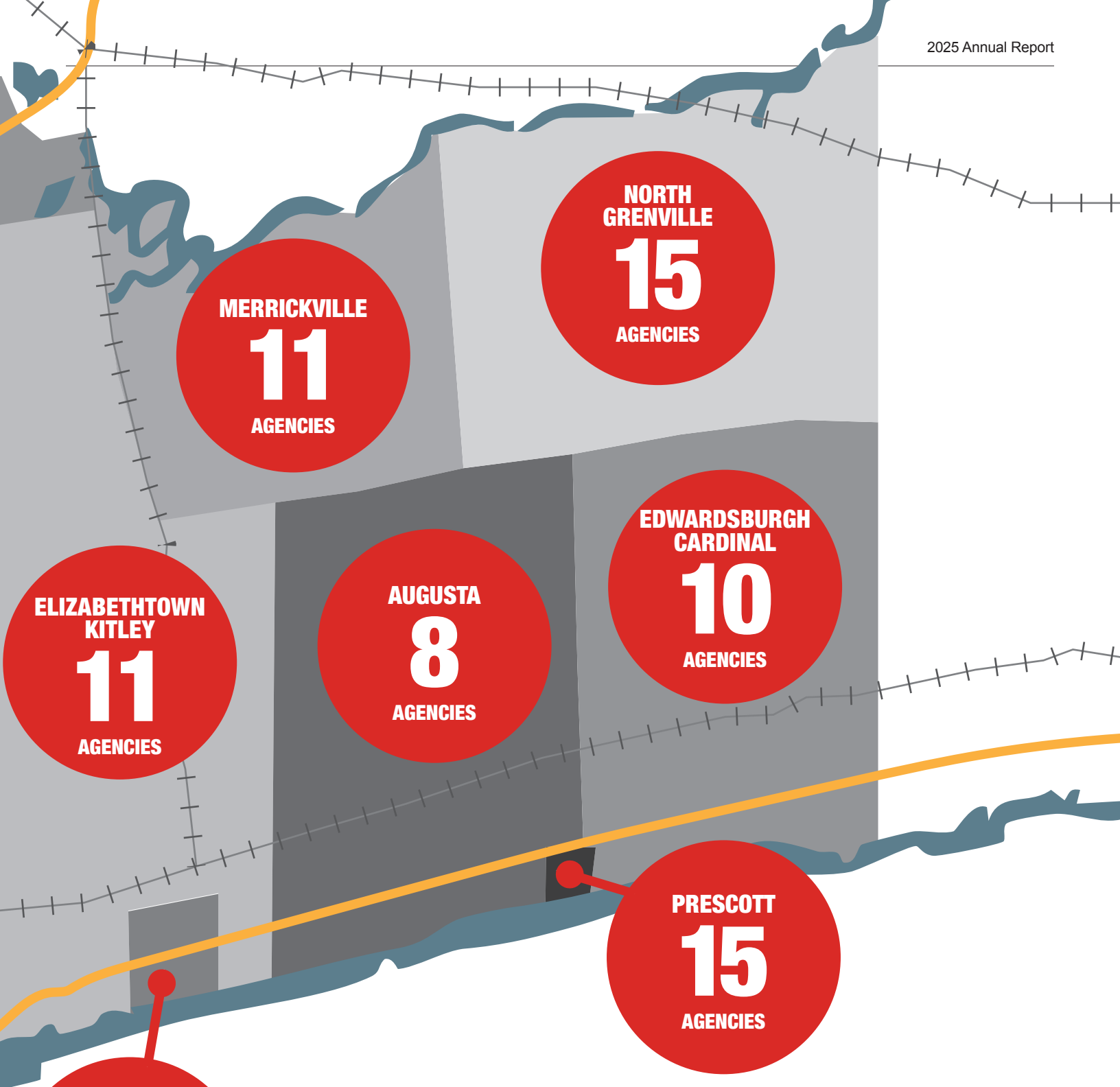
GenNext: What is it?



Together we are building a social movement that engages young adults in their 20s and 30s; their families in meaningful community impact across Leeds & Grenville, increasing civic engagement and philanthropic activity among young adults.

(Photo from Gen Next event Nov 2025 at Capital Axe – Axing Poverty)





ELIZABETHTOWN
KITLEY
11
AGENCIES

MERRICKVILLE
11
AGENCIES

AUGUSTA
8
AGENCIES

NORTH
GRENVILLE
15
AGENCIES

EDWARDSBURGH
CARDINAL
10
AGENCIES

PRESCOTT
15
AGENCIES

BROCKVILLE
14
AGENCIES



United Way
Leeds & Grenville

We are proud to support all
areas of L&G from our rural
areas to our urban centers.

FUNDED PARTNERS

UWLG funds over 100,000 service provider/client interactions annually!

35,000+
youth services, meals
and snacks provided

2,100+
families and individuals
provided tax support and/or
financial assistance

Over
100,000
service provider/client
interactions



Connections
Program



The Girls Inc.
Experience



One to One
Matching Program



Weekend Bundle
Program



Core Program



Healthy Minds,
Body and Spirits



Bermout Program &
Teen Drop-In Program



Summer Camp & Family



Children's
Programming



Expanding Caregiver Support



Meals to Go

Over
13,000
low to no cost
transportation provided

5,000
counselling and
mentoring hours



Mental Health and Addictions
Vocational Programs



Young Company Program



Subsidy Program



Senior Care Access
Program



Music lending library



Poverty Reduction
Initiative



Out to Learn

211

We are proud to support and
advocate for 211 in our area!

THE 211 HELPLINE

CAN PROVIDE INTERPRETATION
IN OVER 150 LANGUAGES.

DIAL 2-1-1

211 Ontario

United Way
Canada

Ontario

UNF

In 2025, UWLG continued to
support the Urgent Needs Fund.
We successfully helped families
& individuals remain employed
and safely in their homes. UNF
offers additional resources to
individuals in Leeds & Grenville
where funding gaps are identified
to finance an urgent need outside
of an expected household budget.

URGENT
NEEDS *fund*



United Way
Leeds & Grenville

LEAP

UWLG is proud to maintain our
collaboration with the Volunteer
Centre to offer LEAP to our
community (Low-Income Energy
Assistance Program).





United Way
Leeds & Grenville

2025

THANK YOU LEEDS & GRENVILLE
FOR A SUCCESSFUL 2025!