



United Way
Guelph Wellington
Dufferin

2015-2018

STRATEGIC PLAN

2015-2018 UNITED WAY GUELPH WELLINGTON DUFFERIN STRATEGIC PLAN

The Strategic Plan is designed to support and realize our Mission: “United Way Guelph Wellington Dufferin strives to meet existing and emerging social needs to improve lives and build community.”

THIS PLAN

- Makes funded support for agency programs the prime way in which we fulfil our Mission.
 - Challenges the Campaign to aim higher and think differently.
 - Brings clarity and focus to our Community Investment role.
 - Mandates us to respond to changes in the community and to be transparent and accountable in everything we do.
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STRATEGIC DIRECTIONS – BY 2018

CAMPAIGN

FUND RAISING:

- **The Campaign will continue to be the undisputed leader in fund raising in the social service sector in Guelph and Wellington & Dufferin Counties.**

KEY ACTIONS TO ACHIEVE THIS GOAL

- Increase Campaign targets progressively and ambitiously each year, with a fundraising goal of \$3.6 million by 2017
 - Continue to surpass the national trend in fundraising
 - Search out and introduce new and best practices in fundraising as appropriate.
 - Create a year-round awareness program about the Campaign to support the traditional fundraising period.
 - Bring new workplace campaigns on board
 - Attempt to even out each division's contribution to overall campaign
 - Engage volunteers at all levels, involving them in ways that best utilize their strengths and ignite their passions
 - Remain mindful of our top-level campaigns, and work to re-establish relationships with level 2 and 3 campaigns
 - Implement a Gen-Next program, building relationships with and educating the next generation of givers
 - Establish relationships with new leadership at University of Guelph and other organizations experiencing leadership change
 - Investigate and implement an endowment fund and/or planned giving program
 - Continue to foster and develop the partnership between Labour and United Way
 - Develop a Major Gifts program and attract new major gift donors
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COMMUNITY INVESTMENT

COMMUNITY IMPACT:

A Community Impact funding model will be implemented which will (1) impact the fund distribution process and (2) build and strengthen the not-for-profit sector in Guelph and Wellington & Dufferin Counties and (3) allow for greater responsiveness to the needs of a rapidly changing community and (4) effectively present outcomes based on dollars invested.

KEY ACTIONS TO ACHIEVE THESE GOALS

- (1) - Gather and share relevant data that is of most value to the agency's internal fund distribution process.
 - Be an active participant in organizations and groups that set the collective impact agenda and determine how best to meet community needs.
 - Assist with targeted special projects that advance community impact as resources permit.
- (2) - Be an active participant in the Funders' Coalition
 - Work with other community agencies on the possible establishment of a Social Planning Network for the service area.
- (3) - Build community relationships and partnerships that help the United Way to understand and respond to the diverse, special and multicultural needs of the community.
- (4) - Work towards an outcomes-focused funding model, which will indicate whether the community is measurably better off as a result of the work of UW GWD and community partners.

FUND DISTRIBUTION: The Fund Distribution process will become more rigorous and transparent.

KEY ACTIONS TO ACHIEVE THIS GOAL

- Introduce and phase-in the United Way Centraide Canada Focus Area Framework funding model.
 - Develop and adhere to an updated and comprehensive Terms of Reference for the Fund Distribution Committee
 - Develop and utilize a more effective and transparent fund application assessment tool for the Fund Distribution Committee volunteers.
 - Introduce and phase-in an annual reporting system for agencies based on Focus Area Framework measurable outputs.
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COMMUNICATIONS

COMMUNICATIONS: The Communications strategy will effectively communicate to key stakeholders in Guelph and Wellington & Dufferin counties the value of United Way in the community, the impact of a donated dollar and the importance of giving to both agencies and individuals.

KEY ACTIONS TO ACHIEVE THIS GOAL

- Create a comprehensive communications program that fosters dialogue with all sectors of the Community
- Work with Community Impact to collate data that will highlight the above
- Inspire action through effective marketing materials and impactful infographics
- Communicate inspirational stories of change
- Thread stories and impact statements throughout Campaign, including Seeing Is Believing, to create continuity and consistent messaging
- Establish a United Way signature event, to promote United Way and raise funds
- Through events, create “buzz” around United Way and our mission

CONCLUSION

The United Way Guelph Wellington Dufferin intends to report on its progress, as related to this Strategic Plan each year. It encourages questions and comments on the plan.
