



United Way
Guelph Wellington
Dufferin

STRATEGIC PLAN

OUR WAY FORWARD TO 2022

APRIL, 2019



prepared by

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OUR WAY FORWARD

United Way Guelph Wellington Dufferin

plays a pivotal role helping kids be all they can be, moving people from poverty to possibility and creating strong communities. Making real and lasting change requires the contributions, expertise, and commitment of everyone in our community - including donors, residents, businesses, agencies, volunteers, government and more.

We know that the social issues facing our community are challenging. We also know that the ways that people want to connect to make a difference in their community are changing. United Way is adapting to meet these needs.

Over the last year, we have actively engaged a wide range of people and perspectives to shape our way forward. We have been listening to donors, agencies, volunteers and leaders, while also examining the latest research on philanthropy and community impact. We've learned that we can leverage our history to strengthen our future.

United Way's role has always been to build community connections and resources in order to improve lives. With your support, we are elevating our role as a catalyst for change in Guelph, Wellington and Dufferin.



Moving forward,

we will adapt our approach and
amplify our shared impact.

We will champion shared responsibility
for social good, working year-round
to build relationships and participation,
strengthen partnerships and enable
shared solutions to social issues.

**TOGETHER, WE WILL CONTINUE
TO MAKE OUR COMMUNITY
BETTER FOR
EVERYONE.**

STRATEGIC PLAN

United Way's plan reflects the changing landscape influencing our work. Through thoughtful dialogue and strategic analysis with a cross-section of community and corporate partners, senior volunteers and staff, a compelling shared vision has emerged.

Our strategic plan offers a comprehensive response to shifting social conditions, coupled with the aspirations and expectations of our donors and community partners to make a greater collective impact. These insights and trends are described on the following pages.

STRATEGIC PLANNING TEAM

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BOARD OF DIRECTORS

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ENVIRONMENTAL TRENDS AND STAKEHOLDER INPUT

Our community finds itself in a period of accelerating change.

More people are turning to United Way funded services for help at a time when resources are constrained. Government is changing policy, our shared sense of responsibility for wellbeing is strained, and we are sensitive to the pressure on steadfast fundraising supporters.

IMPORTANT SOCIAL, ECONOMIC, AND PHILANTHROPIC TRENDS ARE BEFORE US:

demographics, employment and giving are shifting, requiring new ways to engage people,



the fundraising landscape is more complex and new ways to give have emerged, and



the important role that United Way plays impacting social issues isn't always visible.





WE HAVE LEARNED THAT:

- ➔ many people and corporations have become interested in integrating and focusing both their giving and participation to address specific issues,
- ➔ relationships need to be streamlined and customized to individuals and corporations,
- ➔ collective community impact work allows us to address complex social issues, and demonstrate United Way's role year-round,
- ➔ United Way can leverage its strengths - community impact investment, communications, participation, and fundraising - for measurable results and approaches that are tailored to community issues.

INSIGHTS

That's why United Way is adapting.

Stakeholders are asking us to champion shared responsibility for social good. We see important opportunities ahead.

Our aim is to move quickly to deepen engagement and collaboration with stakeholders, build more support with those who don't know us yet, and create greater community impact.

AS A WHOLE, WE HAVE HEARD THAT UNITED WAY NEEDS TO PURSUE THREE RELATED STRATEGIES:



engaging stakeholders year-round, in a shared purpose to strengthen our community,



building individual relationships and options for participation and giving to increase fundraising, support and collaboration, and



acting as a community impact leader to coordinate plans, and achieve social results.



**WE WILL CHAMPION
SHARED RESPONSIBILITY
FOR SOCIAL GOOD**

A TRANSFORMED BUSINESS MODEL

In order to build on our strengths and amplify our impact on complex social issues, United Way is adapting its business model.

THIS MEANS WE ARE:

- customizing our approach and messages so that people can get involved in issues that they care about and see the difference they make,
- listening to supporters and involving them early through multiple giving streams and engagement options, and
- building shared strategies with our community partners to address social issues, and framing impact as products for donors.

United Way is opening the doors for greater collaboration and shared social good. In doing so, we will match our strategies to the results we aspire to achieve, ensure we continue to be a leader in fundraising, and step forward to lead collaboration for social good.



MISSION

UWGWD strives to meet emerging and existing social needs in order to improve lives and build community.

ASPIRATION

United Way builds community that
SHARES RESPONSIBILITY FOR SOCIAL GOOD.



TO CREATE THIS, WE



facilitate **ongoing engagement** with community issues



lead **collective solutions** to those issues
(donors, agencies, supporters)



mobilize support for change
(ideas, dollars, voices)

LEADING TO



continuous, individual communication on the issues that matter to stakeholders



reciprocal relationships between United Way and supporters



stakeholder awareness, engagement, and investment in social issues



credible collective strategies to impact social issues



trust and support as a community mobilizer

FOR

connected kids, adequate basic needs, sense of belonging, positive mental health and supports for seniors



CONNECTED KIDS



ADEQUATE BASIC NEEDS



SENSE OF BELONGING



POSITIVE MENTAL HEALTH



SUPPORTS FOR SENIORS

STRATEGIC DIRECTIONS

Our way forward builds on the good work that is underway and adds new strategies to meet the needs of our stakeholders and engage prospective supporters. These directions prioritize our efforts to activate our new Business Model, and propel our way forward.

Strong, trusting relationships are at the core of our plan. Working with our partners and stakeholders, our new strategic directions guide us to:

- be the leader for shared social good,
- diversify convenient giving options,
- strengthen our engagement of individuals who want to make a difference,
- convene collaborative networks for community impact, and
- amplify United Way's community leadership role.

CONSEQUENTLY, WE WILL HOLD OURSELVES ACCOUNTABLE FOR CREATING:

ENGAGED STAKEHOLDERS, with a state of continuous, individual communication, and reciprocal relationships, and

MOBILIZED COMMUNITY, characterized by stakeholder awareness, engagement and investment and credible collective strategies,

FOR A COMMUNITY THAT SHARES RESPONSIBILITY

for connected kids,
adequate basic needs,
sense of belonging,
positive mental health,
and supports for seniors.





INTENDED IMPACT

A COMMUNITY THAT SHARES RESPONSIBILITY



for connected kids, adequate basic needs, sense of belonging, positive mental health and supports for seniors

WHAT

ENGAGED STAKEHOLDERS

-  continuous, individual communication on the issues that matter to stakeholders
-  reciprocal relationships between United Way and supporters

MOBILIZED COMMUNITY

-  stakeholder awareness, engagement, and investment in social issues
-  credible collective strategies to impact social issues

HOW

DIRECTION:
be the leader
for social good

DIRECTION:
diversify giving
channels to
1/3 of
fundraising

DIRECTION:
use individual
engagement
for 1/2 of
all stakeholders

DIRECTION:
achieve 2/3 of
community impact
and investment
through networks

WHO

DIRECTION:
build credibility
and trust as a
community mobilizer

LOOKING AHEAD

In setting these new directions, we are listening to the needs of a changing community, and adapting our approach. We are grateful for the support of our stakeholders in shaping our path forward. It helps to ensure that, through our work, we will sustain United Way's performance and value add while collectively making our community stronger.

We embrace the opportunity to boldly meet emerging needs and opportunities. By harnessing positive energy and mobilizing for change, we will generate the momentum needed to realize sustainable, shared value for our community.

By taking a learning approach, we will be listening and making adjustments as we implement these new directions. Adaptation requires investment, which we recognize as a diligent investment in realizing our goals.

**AS WE MOVE FORWARD,
WE WILL MEASURE OUR RESULTS,
SHARE OUR LEARNING AND
ENGAGE OUR STAKEHOLDERS
IN A SHARED JOURNEY TO
STRENGTHEN OUR COMMUNITY.**





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Dufferin

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