

### 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.



# 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.



### 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.









### **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.



### 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.

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

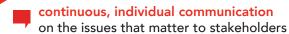


lead collective solutions
to those issues
(donors, agencies, supporters)



mobilize support for change (ideas, dollars, voices)

#### **LEADING TO**









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,



### **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



#### 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





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.



