

# STRATEGIC PLAN 2023-2024



At United Way we believe better is possible. Our purpose is creating lasting positive change. We are uniquely able to focus and unite people and resources to improve lives and build community, by creating support, connection, and opportunity. We believe our community and the people in it matter and know that we can help each other live better lives.

We are committing to a values-based approach to continue to move forward our strategic directions.

## VISION

United Way builds community that **SHARES RESPONSIBILITY FOR SOCIAL GOOD.**

## MISSION

We strive to meet emerging and existing social needs to improve lives and build community.

## VALUES

### Social Justice

We believe that everyone deserves equal rights and opportunities and work to dismantle systems of oppression that marginalize individuals and communities.

### Community-Centred

We put community first. We focus on collaboration and ensure our work is guided by local voices, needs and assets.

### Compassion

We bring humanity to our work by actively listening and respecting all voices. We respond to others with understanding, patience and kindness.

### Courage

We are bold, open-minded and innovative leaders in making lasting positive change.

### Integrity

We build trust by being transparent, accountable and live our values even when it's uncomfortable or difficult.

### Adaptability

We continue to learn, listen and respond quickly to our community's changing needs and shift approaches when needed.

# STRATEGY

In order to build on our strengths and amplify our impact on complex social issues, United Way is continuing to adapt its business model through values-based tactics.

<b>STRATEGIC DIRECTIONS</b>			
<b>Be the leader for social good.</b> Act as a community impact leader to coordinate plans and achieve social results emphasizing investment in collective approaches and networks.	<b>Diversify convenient giving options.</b> Build options for giving to increase fundraising, support and collaboration.	<b>Strengthen engagement of individuals who want to make a difference.</b> Mobilize support for change by engaging stakeholders year-round through communications and participation in a shared purpose to strengthen our community.	<b>Build Credibility &amp; Trust.</b> Use new and existing resources to activate the comprehensive approach necessary to create the broad consensus and credible strategies needed to build awareness, investment and action to improve lives and the community, and achieve lasting impact.
<b>TACTICS</b>			
Act as a unifying force within our community by emphasizing trust and collaboration with community partners through our community impact & investment strategy.	Stabilize workplace campaigns by adapting strategies for the current financial and hybrid environment.	Customize stewardship and engagement to match donor preferences (impact areas), relationship (new donors, loyal, etc.) and demographics.	Transform internal processes, data capture and quality, and technology to build integrity and efficiency.
Focus investment, reporting, communications and advocacy on addressing complex social issues at a systems level.	Focus revenue diversification strategies on growing annual giving, major gifts and planned giving.	Build awareness on current community issues with the wider community and how supporting United Way is the best way to take action.	Stabilize from the pandemic with a focus on sustainability and business continuity in financial and risk management.
Increase participation across all areas of our work by diverse communities with a focus on a community-centred approach that values lived experience.	Display courage in shifting to community-centric fundraising, a model that is grounded in equity and social justice.		Take a pro-active approach to the HR crisis facing non-profits by focusing on internal culture and capacity, and investing in the skills and knowledge of staff, volunteers, Board members.



We commit to integrating strategies and actions through all our operations to **advance the current state of equity, diversity and inclusion** within our organization and create an equitable future for all.

**METRICS**

Increased donations to networked approaches focusing on solving local issues (P2P, ATKCB, HFG).	Stabilized or increased workplace campaign revenue.	Increased engagement on digital communications (newsletter and social).	Achieve balanced budget.
Increased diversity across all volunteer groups.	Increased individual giving revenue.		Business continuity and risk management plans in place.
			Staff retention.