United Way Centraide
Stormont, Dundas & Glengarry

Strategic Plan

2024-2027

Strategic Context

Executive Summary

The United Way of Stormont, Dundas, and Glengarry (UWC SDG) is committed to enhancing our local community and enriching the lives of every individual within it. We work to improve lives in the community by addressing priority social issues through collaborative efforts, grounded in a deep understanding of prevailing social issues and local needs.

Through partnership and collaboration with local agencies, businesses, leaders, and government entities to drive meaningful change right here in Stormont, Dundas, and Glengarry. We currently support sixteen local agencies and twenty community programs that support, uplift, and empower the children, families, and individuals in our community who need it most.

In June of 2023, guided by the team at management consulting firm Laridae, we embarked on a transformative strategic planning process. This journey brought together our dedicated staff, passionate board members, and diverse interest-holders to envision a future where every person in SDG has equitable access to opportunities and essential services.

The resulting strategic priorities reflect our unwavering commitment to driving impactful change in our community. We are dedicated to enhancing access to critical services, exploring new avenues for revenue generation to sustain our mission, forging strategic partnerships to amplify our impact, and championing causes that truly make a difference in people's lives.

Together, we are building a future where every person is empowered to thrive in a community that inspires hope, belonging and possibility.

Strategic Directions

The strategic priorities, shaped in direct response to what we heard from our communities and the internal and external considerations that guided the planning process, are focused on helping achieve our goals and support our mission. The following directions outline our focus over the next few years to ensure we are moving forward:

- Increasing awareness: addressing stigma & creating champions for change
- Philanthropic evolution: diversifying revenue and giving strategies
- People power: aligning and equipping our team
- Empathy in Action: engaging community & collective advocacy

These directions will provide a strong framework for developing annual operational plans with measurable goals and realistic objectives for the organization to monitor our progress effectively.

Strategic Foundations

Mission
To improve lives and respond to our communities' needs

Vision
We envision a future where collective action empowers us to create lasting positive impact, ensuring equitable access to support and opportunities for all members of our communities.

Values
We believe in…

- **Accountability:** Upholding transparency and stewardship, we take ownership of our actions and decisions, ensuring alignment with our mission and the community's needs.
- **Trust:** Demonstrating reliability and integrity, we consistently strive to earn and maintain the trust of our community through honest and ethical conduct.
- **Respect:** We honor the inherent worth and diverse perspectives of every individual, fostering a culture of inclusivity, empathy, and mutual understanding.
- **Engagement:** Actively committed to our collective mission, we immerse ourselves in meaningful participation and contribution, driving positive change within our community.
- **Collaboration:** Embracing the power of teamwork and partnership, we leverage diverse talents and perspectives to co-create innovative solutions and achieve our goals.
- **Hope:** We cultivate an environment of optimism, resilience, and encouragement, inspiring one another to approach challenges with a constructive and solution-oriented mindset.

Overarching Goal

Over the next three years, UWC SDG will be guided by an overarching goal. This goal acknowledges that the growing pressures, the ever-changing demographics, and the evolving service landscape in our community.

With this strategic plan, we aim to be a force for positive change as a trusted community resource, nurturing hope, and well-being for all. Through advocacy, education, and strong relationships, we'll address poverty stigmas, pioneer early intervention models and upstream support, and influence societal progress, while actively learning, modeling, and measuring best practices in equity, diversity, inclusion, and reconciliation.

Our strategic plan has been designed so that each strategic direction and action will contribute to our ability to achieve this goal.

Strategic Directions

An effective strategic plan sets the foundation for a clear, focused future, uniting the organization under a common purpose and strategy.

Our strategic plan is shaped by our strategic directions, which provide clear focus while allowing us to respond and adapt as circumstances evolve over the coming years.

Each of our strategic directions includes a corresponding set of tangible **commitments.**

Our strategic directions and commitments will provide a strong framework for developing **annual operational plans with measurable goals and achievable objectives.**

1. Increasing awareness: addressing stigma & creating champions for change

Impact Statement
By 2027, UWC SDG aims to have broken down poverty stereotypes and improved knowledge of support services through public engagement, clear information sharing, community participation, and diverse storytelling, while keeping the Board engaged with the community.

Key Commitments
Over the next three years, we will focus on addressing poverty stigmas and creating awareness by…

• **Leveraging data-driven engagement** to provide the community with comprehensive data and impact results, ensuring transparency and fostering informed engagement with our initiatives.

• **Fostering a community of change-makers** by facilitating meaningful engagement opportunities for community members to connect with our cause and see the impact of their support.

• **Communicating our impact** demonstrating how support leads to programs that overcome poverty stereotypes and improve lives to better involve those with shared values, and engaging people eager to effect real change.

• **Sharing knowledge and information** to provide the community with the resources and tools to tackle social issues and promote action, creating a united front against poverty stereotypes and in support of aid systems.

2. Philanthropic evolution: diversifying revenue and giving strategies

Impact Statement
By 2027, UWC SDG will have diversified its revenue streams and adapted to contemporary donor behaviors by engaging younger demographics, leveraging data to support cause-based giving, and embracing the opportunities of corporate philanthropy.

Key Commitments
Over the next three years, we will commit to adapting and diversifying revenue streams to support our programs by…

• **Examining and adapting fundraising strategies** through ongoing cost-benefit analyses of our efforts, ensuring they evolve with shifting philanthropic trends and yield optimal returns on the time and resources spent.

• **Furthering our targeted youth engagement programs**, empowering the youth in our community to actively participate in fundraising activities and become future champions for change.

- **Implementing data-driven approaches to fundraising,** leveraging analytics to identify donor preferences, tailor outreach efforts, and enhance overall campaign effectiveness.

- **Forging strategic partnerships with corporate entities** and promoting cause-based giving initiatives, fostering mutually beneficial relationships and securing sustainable financial support for our programs.

3. People power: aligning & equipping our team Impact Statement

Impact Statement
By 2027, UWC SDG will have bolstered its team for further success, ensuring effective collaboration, smooth leadership transitions, clear roles, and technology use for better efficiency.

Key Commitments
Over the next three years, we will continue support our people and leverage their expertise by…

- **Establishing systems to facilitate the seamless transfer of knowledge** and relationships within the organization, ensuring continuity and preserving institutional memory.

- **Reflecting on organizational structure and roles**, ensuring alignment with strategic objectives and fostering clarity in responsibilities to maximize team effectiveness.

- **Exploring technologies, tools, and resources** to enhance efficiency and productivity, enabling staff to fulfill their roles effectively and protecting their capacity without the need for additional hiring.

- **Leveraging the board capacity** by evaluating the distribution of roles and responsibilities of the board, ensuring a balanced approach to supporting the organization's objectives.

- **Sustaining ongoing efforts to support retention and staff well-being**, by enabling equitable compensation in a competitive market, focusing on fostering a supportive work culture that promotes mental health and work-life balance.

4. Empathy in action: engaging community & collective advocacy

Impact Statement
By 2027, UWC SDG will be a driving force for community improvement, building empathy, sparking important conversations, and promoting systemic change through strong partnerships and advocacy

Key Commitments
Over the next three years, we will continue to engage our community in collective advocacy by…

- **Demonstrating leadership in DEI initiatives** and sharing best practices with the community and sector, working towards creating a more equitable and inclusive environment, while striving to become a trusted voice sought out by partners, government, and collectives for expertise and strategies in driving meaningful change.

- **Cultivate partnerships built on collective action**, with reciprocal communication, resource sharing and joint capacity building, ensuring efforts to reduce duplication and maximizing impact and effectiveness.

- **Creating platforms and events centered around open dialogue** and community engagement, challenging perceptions, and fostering inclusivity and collaboration within the community, while maintaining a commitment to being a courageous voice for belonging and inclusion.

- **Leaning into a leadership role in driving collective advocacy** efforts through increased participation in planning tables, joint letters, panels, and other forums, amplifying voices and advocating for systemic change on issues of importance to the community.