2022-2025 STRATEGIC PLAN
A community where everyone matters
INTRODUCTION

In March 2020, our world changed when a global pandemic was declared. So too did our United Way world. Our region faced unprecedented needs as our friends and neighbours coped with poverty, isolation, and the seemingly immediate move to remote work and virtual events which changed the very nature of how we work with our partners, build relationships, and raise funds.

The pandemic also laid bare what many in the social services sector have known for years: racialized and equity-seeking populations are disproportionately affected by poverty.

Additionally, events such as the murder of George Floyd and subsequent protests, the uncovering of unmarked graves of Indigenous children, and the murder of the Afzaal family locally have exposed our society’s uncomfortable truth: racism is present in and harming our communities.

The pivot to remote work and reliance on technology has rapidly accelerated our need to innovate and evolve our business model. This evolution must ensure that we have a diverse and skilled workforce, and that we build an inclusive culture that staff and volunteers want to be a part of.

It is within this context that our strategic planning journey began.

Over the next three years, we will focus on three strategic priorities - **equity, growth, and organizational effectiveness** - which support our goal of tackling poverty so that everyone has a fair shot at a good life in our region. These priorities are reflective of what we heard from our community, board, and staff. Our plan is also linked to United Way Centraide Canada’s strategic directions so that we can leverage national resources and strengthen both our local and national brand.

We have a lot of work ahead of us to implement and act on this plan. It will require creativity, collaboration, and additional resources to support our vision of increased community impact. We are energized by this challenge and know that the work must start now. We look forward to working with our partners toward an equitable recovery for all, building a community where everyone matters.

We hope you’ll join us.

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Eric Mallory  
Chair, Board of Directors

Kelly Ziegner  
President & CEO
Equity

Growth

Advocacy & Brand

Policies & Practices

Technology & Systems

Organizational Effectiveness

IMPACT

STRATEGIC PRIORITIES
Overview and Definitions

Over the next three years, we will focus on three strategic priorities - equity, growth, and organizational effectiveness - which support our goal of tackling poverty so that everyone has a fair shot at a good life in our region. These priorities are reflective of what we heard from our community, board, and staff. Our plan is also linked to United Way Centraide Canada’s strategic directions so that we can leverage national resources and strengthen both our local and national brand.

Our strategic plan will embody United Way Elgin Middlesex’s path forward over the next three years and is framed by our desired outcomes, expected impact results and strategy.

Our Impact: We tackle poverty so that everyone has a fair shot at a good life.

Outcome: Identifies the intended change to be accomplished through successful implementation of the Strategic Plan.

Expected result: Identifies the change required to achieve our stated outcome.

Strategy: Outlines the targeted action steps we will take to achieve our desired state.
UWEM creates a diverse and inclusive culture that staff, volunteers, partners, and donors want to be part of.

UWEM increases investments in programs that are community-led and of/by/for equity-seeking populations.

UWEM will adopt and implement the Truth & Reconciliation Commission’s Call to Action #92 and will seek out ways to implement other calls to action including those outlined in the United Nation’s Declaration on the Rights of Indigenous Peoples and Missing and Murdered Indigenous Women and Girls Inquiry.

**Expected Result**

**Strategy**

- Improve inclusion and diversity at UWEM through implementation of Diversity, Equity, Inclusion + Indigenous Collaboration Roadmap
- Continue to develop and model ways to practice equity daily in all aspects of our organization
- Staff, volunteers, donors and partners are representative of the diversity in Elgin Middlesex

- Increase outreach to equity-seeking populations and non-traditional UW partners to build a diverse applicant pool
- Advocate for public policies that improve access to UWEM funding by non-traditional partners and grassroots organizations
- Evolve philanthropy and community investment practices toward community-led model

- Strengthen relationships with Indigenous communities and Indigenous-led organizations to inform future projects including community development, partnerships and investments
- Commit time and resources to provide learning opportunities for staff and volunteers about our colonial history and our role in reconciliation
- Improve equitable access for Indigenous people to UWEM resources such as employment and volunteering opportunities
- Increase funding to Indigenous-led programs and services

Outcome: UWEM centers equity and reconciliation at the heart of all we do to reduce and prevent poverty.
<table>
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<tr>
<th>Expected Result</th>
<th>Strategy</th>
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| UWEM creates major and transformational giving opportunities that are proactive, coordinated and community-led | • Create an implementation plan to address a community-identified need through transformational giving  
• Identify community-identified “shovel-ready” short-term projects to inspire investment by major gift donors  
• Integrate Community Impact & Development strategies |
| UWEM retains and acquires more donors resulting in increased revenue            | • Cultivate relationships and foster trust in Elgin and Middlesex Counties to inspire continued and future revenue  
• Develop a process for rapid implementation of urgent single-issue/micro campaigns  
• Leverage advocacy as an awareness, engagement and acquisition strategy  
• Pioneer, test, and scale initiatives to diversify revenue streams |
| UWEM maintains or improves local brand-health affinity scores                   | • Implement United Way Centraide Canada national brand strategies with local expression  
• Capture and leverage data to make informed strategy decisions  
• Differentiate UWEM as problem solver (investor, collaborator, advocate)  
• Leverage our trusted voice to solidify our position as philanthropic partner of choice in reducing and preventing poverty  
• Develop and implement a post-pandemic donor engagement plan that is community-informed and through a Diversity, Equity, Inclusion + Indigenous Collaboration lens |
### ORGANIZATIONAL EFFECTIVENESS

**Outcome:** UWEM has the human capital, technology, and systems that make us a trusted partner in reducing and preventing poverty

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| UWEM increases financial investment in the community while ensuring long-term financial stability | • Develop a multi-year budgeting/forecasting process  
• Develop and implement a process for investment (community or organizational) unplanned revenue increases  
• Monitor targets and balances for reserve funds and safety nets |
| UWEM is an employer of choice with a diverse and inclusive team who have the skills to achieve organizational strategic outcomes | • Develop & implement a talent management plan with a Diversity, Equity, Inclusion + Indigenous Collaboration  
• Improve inclusion by reviewing implementing, improved HR practices/policies  
• Power a post-covid recovery for United Way through reimagined workplace and commitment to people-first leadership |
| UWEM implements and leverages new and emerging technologies and best practices to achieve strategic outcomes | • Develop and implement a technology and training plan  
• Implement United Way Centraide Canada future state technologies |