



Strategic Plan: 2016 – 2021

Mission

to improve lives and build community by engaging individuals and mobilizing collective action.

Our Promise

Every day, staff and volunteers at United Ways are hard at work in local communities across Canada.

Locally and nationally, our goal is the same: to create opportunities for a better life for everyone in our communities.

What we do: We are a beacon for social change. We don't just scratch the surface of social issues by using band-aid solutions.

How it's done: We inspire people to come together to make lasting difference in our communities. We dig deeper to identify underlying root causes of social issues.

Our goal: We work together with community partners to generate long-term, sustainable solutions that positively impact the health and well-being, education and financial stability of all members of our communities.

Who is involved: We specialize in bringing together all sectors of a community including individuals, businesses, organizations and government in pursuit of a common goal – to create opportunities for people to live better lives.

STRATEGIC DIRECTIONS

Building Strong and Caring Communities

Strategic Partnerships

Resource Development

Organization Excellence

5-YEAR GOALS

1. Increase food availability and security in each of the communities in our region.
2. All school age children and youth will have access to safe, engaging and supportive programming.
3. All citizens in the community have access to the community support they need.
4. Provide support for those at risk of or experiencing homelessness.
5. Improve awareness of issues and raise social responsibility in our communities to spur action.

1. Leverage our strategic partners to build capacity and help meet community goals.
2. Develop new and strengthen current strategic partnerships with mutual interests to increase/leverage our resources including revenue.

1. Improve and aggressively diversify our sustainable revenue sources.
2. Develop a robust major gifts and planned giving program.
3. Fully utilize current and emerging technology to support and expand our fund raising efforts.
4. Evolve our resource development strategy to optimally use time, treasures, talent and in-kind contributions.
5. Double the revenue coming from the regional communities.

1. Be recognized as the premiere organization to donate to for community causes.
2. Ensure UWTNC is using best operational practices.
3. Ensure UWTNC Board is using best governance practices.

1-YEAR PRIORITIES (2016)

- 1a. Ensure all the elementary before and after school programs that we support offer nutritious food (local if possible).
- 1b. Actively support the creation of community food gardening.
- 2a. Increase number of school communities with before, during and after school programs
- 3a. Develop and formalize tracking and reporting for community well-being (SDOH) in our region.
- 3b. Ensure critical gaps and redundancies in communities are documented and gaps that are relevant to United Way are addressed.
- 3c. Support roll-out of BC211 web platform province-wide
- 4a. Grow the Rent Bank and supports in Kamloops.
- 4b. Sufficient outreach supports are in place in the region.
- 4c. Grow the Matched Savings Program in Kamloops.
- 5a. Increase the impact of donor engagement events and tools.
- 5b. Increase the number of low-cost community engagement events and tools.
- 5c. Hold discussions with the region's school districts in terms of programs/education in the schools to engage children and youth.

- 1a. Secure multi-year funding for our sustainability and capacity building initiative (i.e. a packaged investment with key outputs and results).
- 1b. Develop a Community Impact Plan detailing key community priorities.
- 1c. Collaborate with strategic community partners to address community issues.
- 2a. Hold meetings with the senior leaders of each of our current corporate partners to address mutual value proposition.

- 1a. Our initial diversification and business development plans will be implemented.
- 1b. Implement our direct to donor strategy.
- 2a. Establish a Major gift funnel and stewardship strategy.
- 2b. Establish a planned giving program.
- 3a. Staff will be fully utilizing ANDAR functions and capabilities.
- 3b. Investigate implementation of United Way at Work.
- 3c. Implement social media fund raising plan.
- 4a. Increase engagement of stakeholders and key volunteers.
- 4b. Sponsored campaign representatives active for Campaign.
- 5a. Cariboo revenues recovered to 2014 levels.

- 1a. Conduct an awareness campaign to increase understanding of the UWTNC.
- 2a. Investigate requirements for ongoing operational sustainability, including the possibility of our own building.
- 2b. Implement a program to ensure superior service to stakeholders.
- 2c. Initiate the process of accreditation.
- 2d. Ensure that the elements that support a positive, dynamic work culture are in place.
- 3a. Make adjustments as required to ensure that the UWTNC Board is as effective as possible
- 3b. Initiate development of a risk management plan.
- 3c. Develop and implement updated financial policies.
- 3d. Ensure Board committees and task forces are optimally structured and implemented to support the strategic plan and make recommendations to the Board.