



STRATEGIC PLAN 2021-2023



United Way
Southern
Vancouver Island

VALUE PROPOSITION:

United, we accelerate change to improve the lives of our neighbours who need it most, making Southern Vancouver Island a better place to live.

MISSION:

Everyone in Southern Vancouver Island has the opportunity to reach their potential.

VISION:

A safe and resilient community where happiness and belonging unite us.

For more than 80 years, United Way Greater Victoria has worked collaboratively to foster the achievement of lasting improvements in the health and wellbeing of individuals, families and the Greater Victoria community. Fueled by generous donors, caring businesses, passionate volunteers, dedicated team members and hardworking community partners, we aspire to have a safe, resilient and inclusive community for all.

Now, UWGV faces a dramatically different context than at any other point in its history: The COVID-19 pandemic will have dramatic and lasting effects on people in our community, significantly amplifying hardship and reinforcing the role of UWGV. This Strategic Plan recognizes the uncertainties of the changes occurring in our community and our economy as we meet the COVID-19 challenge and any subsequent challenges to vulnerable Victorians.

With the knowledge that United Way positively impacts so many communities south of the Malahat, we have made the decision to update our name to become *United Way Southern Vancouver Island (UWSVI)*. What may seem like a small change to make, for the United Way team it speaks volumes about the 125,000 Vancouver Island residents whose lives we touch every year.

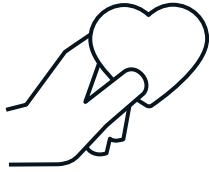
United Way Southern Vancouver Island will not only continue to reach its fundraising and impact investing goals for the communities we serve, we are also better positioned to inspire a new generation of United Way donors across Southern Vancouver Island, who believe in our ability to meet local needs with local solutions.

More than ever, we commit to delivering local solutions by extending a bold call to action for our donors, partners and volunteers to invest in this vital work. We will convene individuals, businesses, social profit organizations and labour to innovate and co-create solutions to our most pressing local needs and implement them through the mobilization of resources: time, talent, relationships, expertise, technology, and financial assets.

UWSVI in Action: Through our Strategic Plan, UWSVI will embody 5 characteristics of our mission at work:

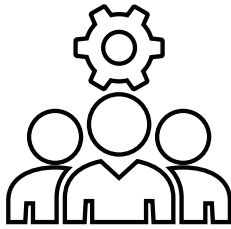
- We **credibly marshal resources** to meet urgent and emergent issues in the community
- We **accelerate impact**, effectiveness and efficiency
- We are a **broad-based funder** that embodies equity and focusses on evolving priorities in our community
- We **are committed to evaluation and willingness to change** in service to our community
- We are the **'go to' organization to move the needle** on social issues both immediate and long term

UWSVI'S THREE-YEAR STRATEGIC PLAN CONSISTS OF FOUR MAIN OBJECTIVES



GROW GIVING & IMPROVE RETURN ON OPPORTUNITIES (ROO)

Galvanize and inspire increased donor and stakeholder support through compelling and relevant philanthropic opportunities



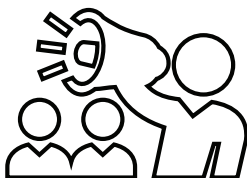
ORGANIZATIONAL TRANSFORMATION

Grow our organizational capacity and resiliency by embracing digital advancements, diversifying activities, adopting innovative processes, and utilizing rigorous metrics to build a strong community for today and tomorrow



COMMUNITY ENGAGEMENT & IMPACT

Achieve lasting, measurable improvements in the health and well-being of individuals, families and communities on southern Vancouver Island



BRAND LEADERSHIP

Lead and inspire change in our community and strengthen our position as a leading voice in the charitable sector

1. Grow Giving & Improve Return on Opportunities (ROO)

Using an integrated approach, we will grow donations by:

- Employing strategies to grow the donations of current workplace and individual donors
- Cultivating new individual and workplace prospects and confirming legacy expectancies
- Identifying and securing new sponsorships opportunities
- Planning and executing a thorough year round stewardship, engagement, and recognition program for all donors
- Responding to donor interests and needs through the segmentation and customization of the donor experience
- Leveraging technology to increase access and interaction with donors, as well as improving the ease of the giving experience for donors

2. Organizational Transformation

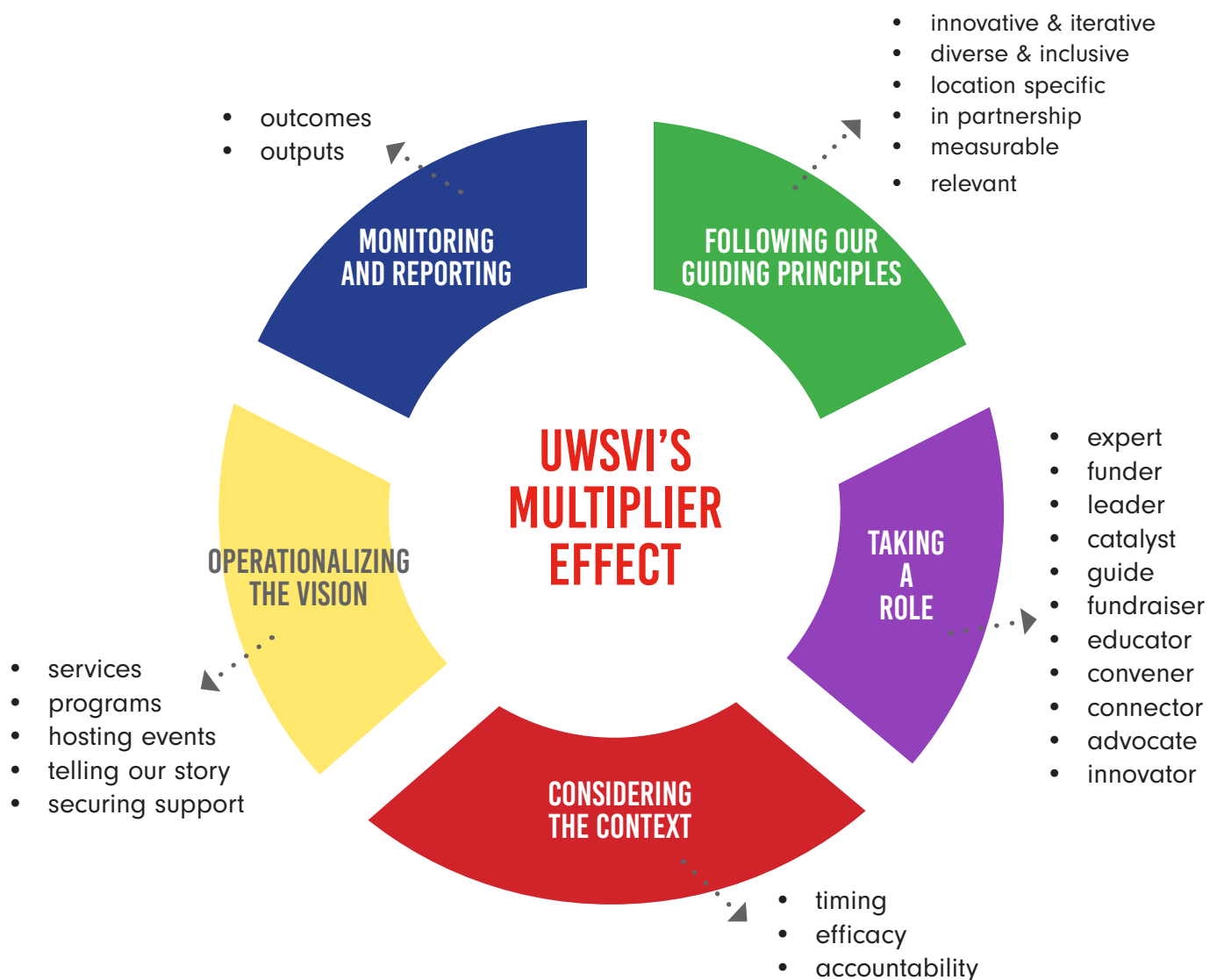
We will expand our organizational capability, resiliency, and success by:

- Diversifying our activities and revenue streams
- Identifying and exploring opportunities to move UWSVI into the social innovation or social enterprise realm
- Applying an equity lens across all areas of our operations to ensure informed and representative people, processes, and decisions
- Seeking opportunities to upgrade existing technological structures to allow for more efficient, secure, and innovative operations
- Enhancing data collection in all areas of the organization to provide informed, data-driven decision making
- Demonstrating the value of every gift to our organization through clear and accepted financial reporting methods, effective internal controls, and compliance with legal and regulatory requirements

3. Community Engagement & Impact

We will accelerate change in our community by:

- Being integral to the stewardship of donors by identifying and leading impactful areas of action and initiatives, performing due diligence, and reporting on community impact and outcomes
- Amplifying and demonstrating our focus on Areas of Action
- Developing, curating, and actualizing Signature Initiatives to increase our impact, relevance and appeal to donors and stakeholders
- Being a thought and impact leader; leading and participating in initiatives and collaborative partnerships to leverage resources, influence public attitudes, and advocate on behalf of our sector
- Investing in research and data resources to support our community impact strategies and engagement opportunities



AREAS OF ACTION



ISOLATED SENIORS

helping connect isolated seniors to healthy meals and companionship



FAMILIES IN NEED

strengthening local neighbourhood resources for families



DIVERSITY, EQUITY & INCLUSION

creating a strong, inclusive and safe community where everyone feels supported



MENTAL HEALTH & ADDICTIONS

providing counselling, outreach and peer support services and ways to improve system navigation for individuals struggling with mental health and/or addictions

4. Brand Leadership

We will build champions for our cause by:

- Utilizing communications and marketing to tell our story more frequently, increase donor touchpoints, and deepen donor connections with UWSVI
- Growing our digital and social media presence
- Developing and strengthening an extended network of champions through Women United, our Major Gifts Cabinet, ECC Working Group, Workplace Advisory Council, Leaders Committee and Labour Committee
- Creating unmistakable, UWSVI branded, fundraising campaigns and events
- Enhancing our relationships with media as a partner in community building
- Establishing and maintaining local community relationships and building the capacity of the non-profit sector
- Demonstrating our alignment with the global United Way network by participating in committees and networks and through the delivery of provincial and national initiatives