

2007-2011 Strategic Plan

Building Vibrant Communities Together



United Way
of Peel Region

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Foreword

United Way of Peel Region is proud to present its five-year strategic plan *Building Vibrant Communities Together*. As a leader in our community, United Way is committed to addressing Peel's most important social issues, as well as increasing the capacity and sustainability of United Way and the human services sector.

The development of the new strategic plan was based upon United Way's transformation into a community impact organization. As a community impact organization, United Way is committed addressing key social issues by mobilizing collective action to create measurable, cumulative lasting change that improves lives and builds resilient communities.

This is a natural progression for United Way of Peel Region. Over the past three years, the organization has focused its investments in Peel Regions five most important social issues: poverty, new immigrants, seniors, family violence and families and children. In addition, United Way has implemented a sector-wide outcomes measurement initiative to improve our accountability and effectively communicate the important impact of investments in human care programs and services.

By 2011, United Way of Peel Region expects to increase our investments and expand our partnerships in addressing social issues. In addition, the human service sector will have increased sustainability, resources, and will be able to communicate the vital difference its programs and services are having on people's lives and social conditions.

Partnerships are key to the success of "Building Vibrant Communities Together". United Way is uniquely positioned to convene business, government, labour, agencies, education, health, cultural groups, community organizations, individuals and other key stakeholders to develop workable solutions for our community's most complex issues.

On behalf of everyone associated with United Way of Peel Region, we thank the entire community for its tremendous support of United Way. We look forward to continuing our work together to build a caring, connected community for everyone. Together, we make a real difference.

Sincerely,



Harry Mann
Board Chair



Shelley White
Chief Executive Officer

Definition:

Community Impact

For United Ways, Community Impact is the mobilization of collective action to create measurable, cumulative, lasting change that improves lives and builds resilient communities.

Strategic Planning Process

United Way of Peel Region embarked on a strategic planning process in December 2005. Led by a task force comprised of representatives from the Board of Directors and supported by members of the senior management team, the plan was developed over an eight-month period and involved Board, staff, donors, volunteers, agencies, municipal government and community partners.

The 2007-2011 Strategic Plan was based upon the progress and successes achieved in the previous strategic plan and the organization's desire to transition to a community impact organization. United Ways throughout the world are uniquely positioned to play a leadership role in addressing key social issues by mobilizing community partners from all sectors to create measurable, cumulative lasting change that improves lives and builds resilient communities.

Our strategic planning process involved the following steps:

Step One: Analysis

The task force reviewed the progress the organization made in the previous strategic plan and identified gaps that need to be addressed.

Step Two: Develop the Framework

In February the task force worked with Joanne Linzey, Vice President, United Way Canada and Terri Barriero, a consultant and former senior staff member of the Minneapolis-Greater Twin City United Way to develop the planning framework and agenda for the Board and senior staff retreat.

Step Three: Board & Senior Staff Retreat

At an April retreat, the Board and senior staff developed the draft Mission, Vision and Strategic Directions for the organization, with the assistance of facilitator Terri Barriero. The task force refined the content from the retreat and developed a draft document that was approved by the Board of Directors.

An abbreviated retreat was held for United Way staff in mid-April to obtain their input into the organization's mission, vision and strategic directions. There was strong alignment between the content from both retreats.

Step Four: Community Engagement

United Way wanted to involve our key stakeholders (donors, volunteers, municipal government, agencies, labour, community partners, etc.) in the development of our strategic plan. In June they were sent a survey asking for their input on the elements of the strategic plan and opportunities for partnership. We received a response rate of 5% to our survey. In addition to the survey, we presented the draft plan to Mississauga, Brampton and Caledon Mayors and Councils in June who provided us valuable input.

Strategic Plan Process continued

Step Five: Strategic Objectives and Organization Values

Following the approval of the Strategic Directions, the staff team was convened to develop the Strategic Objectives for each Direction. In addition, they developed a draft of our organization values. The objectives defined how the Directions would be achieved. The values reflect and reinforce the desired culture of the organization as well as guide the decision making process, helping the United Way achieve its mission and attain its vision. The objectives and values were taken to the Board for approval in August 2006.

Step Six: Action Plan, Budget & Communication Plan

Between September and November 2006, the staff will develop the strategic plan action plan. A five year timeline will be developed showing the desired progress for each Strategic Direction and Objective. The 2007 action plan will be incorporated into the budget process. A long term projected budget will be developed for the subsequent four years of the plan

The United Way's new strategic plan will be shared with our key stakeholders and the public at large. This is an important opportunity to inform individuals about the role of United Way and the valuable work it is doing to address social issues in the community.

Step Seven: Evaluation and Communication

The task force will develop an ongoing evaluation process for the strategic plan to ensure that we are achieving our goals and objectives. The Board Chair and CEO will provide progress reports to the Board, staff, donors and the community on a regularly scheduled basis.

Strategic Vision, Mission and Strategic Directions

Vision

United Way will champion and inspire sustainable change that strengthens community and improves lives.

United Way will play a leadership role in convening partners to develop common agendas to address our communities most pressing social issues and create social change. As a result, the people in our community will be better equipped to respond to present and future challenges and we will build a strong, resilient community.

Mission

To engage with our community, through partnerships, to ensure people are cared for, connected and included.

A multidisciplinary approach is required to address complex social issues and create social change. Individuals and partners from various sectors have a role to play in identifying and implementing solutions. United Way is committed to working with the partners from all sectors to work collectively to create a caring community culture where people are respected and where we encourage and welcome their involvement in the community.

Strategic Directions

- 1. Diversify and increase sustainable financial resources.**
- 2. Invest United Way resources strategically to address human services priorities.**
- 3. Strengthen the capacity of the human service sector.**

Strategic Objectives

Strategic Direction #1: Diversify and increase sustainable financial resources

Strategic Objectives:

- 1a. Strengthen relationships with key stakeholders to attract and retain donors and resources.
- 1b. Diversify the resource development program to achieve sustainable growth.

Strategic Direction #2: Invest United Way resources strategically to address human service priorities

Strategic Objectives:

- 2a. Develop and implement a five-year investment strategy.
- 2b. Invest in agencies that are well managed, possess strong governance, and are effective and accountable.
- 2c. Measure and evaluate the impact of United Way investments in addressing Human Service priorities.

Strategic Direction #3: Strengthen the capacity of the human service sector

Strategic Objectives:

- 3a. Develop and implement a capacity building strategy for the human service sector.
- 3b. Recognize and promote the value of diversity of the people in our community through United Way's internal diversity initiative and external outreach.
- 3c. Develop and implement an advocacy plan to strengthen the sector, address key social issues and reduce gaps.

Our Values

These are the guiding principles and behaviours that embody how United Way and its people are expected to operate, reflect and reinforce the desired culture of the organization. Our values also support and guide the decision making of every volunteer and employee, helping United Way to accomplish its mission and attain its vision.

Inclusion

United Way of Peel Region values, respects and promotes diversity and inclusion in the workplace and community. We will be fair, sensitive and accessible to our community.

Accountability

United Way of Peel Region will be answerable to stakeholders and the community with accurate information in a timely manner about how we use and invest our resources. United Way will be focused on accomplishing its goals to improve lives, address social issues and improve the quality of life throughout our community. We will measure and communicate our results. We will evaluate our performance and make changes to improve our effectiveness.

Integrity

United Way of Peel Region will adhere to high ethical and moral principles and standards. It will be open to different perspectives and opinions, treat people with respect, dignity and fairness, include others in dialogue and decisions about complex social issues and pursue a worthwhile purpose.

Collaboration

Partnerships and collaboration are key to United Way's work in the community. We will work with others to build common agendas and achieve goals.

Visionary

United Way will focus on the future. The organization will address issues holistically. We will maintain an open mind when exploring opportunities and thinking of possibilities. The organization will adopt a learning culture that evaluates and adjusts policies, procedures and approaches to enhance its effectiveness and efficiency.

Voluntarism

Volunteers are key to what we do. We are deeply committed to voluntarism — providing our volunteers with training and development, recognition and the opportunity to utilize their skills, knowledge and expertise.

Communications Plan

Goal

To ensure that stakeholders are aware of our new strategic plan and understand its key elements.

Key Messages

The following key messages will be included in all communication elements:

1. UWPR has a new vision, mission, strategic directions and organizational values.
2. UWPR has increased its focus on developing partnerships with individuals and organizations to achieve our mission, vision and goals.
3. UWPR has clarified its role as a champion of sustainable change.
4. UWPR is committed to creating measurable and sustainable change when addressing social issues.

Audiences

Internal

- Staff
- Board of Directors
- Resource Development volunteers:
 - Cabinet
 - Account Executives
 - Employee Campaign Chairs
 - Speakers' Bureau members
- Community Investment volunteers:
 - Cabinet
 - Citizen Reviewers
 - Training & Consulting
- Funded agencies
- United Way Canada
- Areawide United Ways

External

- Leadership donors
- Donors
- Labour
- Business leaders
- Politicians
- Senior municipal/regional and government ministry staff
- Committee volunteers
- Business organizations
- UWPR funders
- UWPR partners (e.g. SB6, Mentoring Partnership)
- Media
- General public

Strategies & Tactics

- 1. Ensure stakeholders have a copy or access to a copy of the plan.**
 - Create visually appealing and easy-to-navigate plan documents (complete plan and summary version)
 - Post pdf version of full and summary plans on UWPR website
 - Distribute plan via mail and email

- 2. Increase understanding of key elements of the plan.**
 - Prepare cover letter to accompany plan. Letter should include:
 - i. Explanation of why plan is important
 - ii. Key changes from previous plan
 - iii. Explanation of how plan is used in the organization
 - Prepare article series for Way to Go! newsletter
 - Prepare at-a-glance summary (e.g. card, magnet, puzzle, card) of mission, vision, strategic directions
 - Provide overview of plan in key meetings (e.g. staff, Cabinets, Board)
 - Ensure key elements of plan are incorporated into key messages document and all marketing and campaign materials

- 3. Promote awareness of new Strategic Plan.**
 - Prepare and issue media release outlining new plan
 - Prepare guest columns in local media, newsletters of business organizations
 - Revise boilerplate message on media releases and backgrounders

Communications Plan continued

Timeline

August

- Draft plan document finalized
- Plan is presented to Board
- Board approves plan
- Distribution list is developed

September & October

- Final document prepared (complete version and summary)
- Accompanying letter prepared
- Document posted on website
- Mailing/emailing to key stakeholders
- Boilerplate is revised
- News release prepared and issued
- Guest columns written and sent to media
- Key messages document revised
- At-a-glance piece developed
- Way to Go! article published

2007 - 2011

- Semi-annual progress reports to key stakeholders

Appendix A: Strategic Plan Survey

Summary of Results

The overwhelming majority of respondents who took part in the Strategic Plan Survey had a positive view of United Way of Peel Region and their relationship with the organization. The partnerships between United Way and the surveyed organizations focused on financial support and community development. A number of useful suggestions were made in the area of potential for future partnerships with United Way, especially in the area of public education, information sharing and skills training. Most of the groups were also aligned with United Way's vision, mission and strategic direction, although many found it too encompassing. United Way's leadership in the human services field was equally well regarded.

“ United Way supports our organization by providing funding to sustain our administrative infrastructure and programs. Without this funding it would be very difficult to sustain our organization. ”

— Catholic Family Services
of Peel-Dufferin



2006 – 2011 Strategic Plan Survey

United Way of Peel Region is presently developing its Strategic Plan for the next five years. As you are a significant partner in serving the people of Peel, we are seeking your input into the creation of our plan. Please take a few minutes to complete this brief survey. Your feedback and suggestions will help us develop a Strategic Plan that will provide clear direction for United Way as we work to build a community in which everyone thrives.

Draft Vision

United Way will champion and inspire sustainable change that strengthens community and improves lives.

Draft Mission

Our mission is to engage our community, through partnerships, to ensure people are cared for, connected and included.

Draft Strategic Directions

1. Diversify and increase sustainable financial resources.
2. Invest United Way resources strategically to address human service priorities.
3. Engage the community in all aspects of United Way's work.
4. Strengthen the capacity of the human services sector in Peel.
5. Reduce human service gaps in Peel.

-
1. Are the draft vision, mission and strategic directions aligned with those of your organization in ensuring human service needs are met in Peel?
 2. What partnership opportunities exist between your organization and United Way, in the short- and long term, to serve the people of Peel?
 3. Are there additional strategic directions that you think are important for United Way to consider in its plan?
 4. Have we captured the essence of providing the leadership to serve the human service needs of the people of Peel?
 5. Do you have any other comments you would like to add?

Please send your completed survey by July 7 to sdanby@unitedwaypeel.org
or fax to 905-602-3651. Thank you!

Strategic Plan Survey continued

“ These are very much aligned with the Region of Peel’s Strategic Plan, ideals and what the Region strives for. ”

— The Regional Municipality of Peel

1. What partnership opportunities exist between your organization and United Way, in the short and long term, to serve the people of Peel?

The majority of responses to this question may be classified along two lines: financial support and community development. Financial support was identified as the foundation of partnerships between United Way and many organizations that took part in the Strategic Plan Survey. United Way partners with organizations and corporations to raise funds necessary to address human services needs within Peel Region. These funds are in turn distributed to agencies that deliver needed social services in Peel Region. In the words of one respondent, “United Way supports our organization by providing funding to sustain our administrative infrastructure and programs. Without this funding it would be very difficult to sustain our organization.” Many respondents expressed hope for continuing this partnership with United Way in the future.

Apart from financial assistance, a number of organizations defined their partnerships with United Way around common efforts to identify deficiencies within the area of social services and work on feasible solutions. Through research, planning and advocacy, United Way works with its partners to improve the quality of human services in the Peel Region. Example of one such partnership presented in the survey was the Fair Share Task Force through which United Way has partnered with other organizations to advocate for increased government funding for these services in Peel. Many respondents encouraged United Way’s continued effort in this field.

In addition to the current partnerships, certain of areas were identified where opportunities to increase cooperative initiatives between United Way and other organizations existed. There appeared to be a significant potential for greater cooperation in the field of information sharing and public awareness campaigns. As stated by the Canadian Hearing Society:

We can develop a partnership in working with United Way-funded organizations in becoming more accessible to the consumers we serve. We can form educational partnerships to provide workshops. We can work together on the new AODA legislation and how it impacts the region.

Another great example of potential partnership was described by York University,

The Schulich School of Business has been recognized world-wide by World Resources and Aspen Institutes as a leader in teaching about Sustainability and the Triple Bottom Line. There are many synergies possible where both organizations can benefit including:

- *fundraising*
- *speaking engagements*
- *community events*
- *volunteer work projects*
- *free consulting to agencies in need*
- *free marketing plan analysis and plan development.*

Diversity training and education were also named as potential areas for greater partnerships. One respondent in specific used the example of United Way of Greater Toronto which has, “launched an academic program that targeted ethno-racially diverse human services staff at a management/supervisory level to broaden their skills toward a more senior management level. This might be worth exploring as the representation of diverse communities in Peel at a leadership level is poor.”

- 2. Here is our draft Vision, Mission and Strategic Directions. Are they aligned with those of your organization in ensuring human service needs are met in Peel? Vision: United Way will champion and inspire sustainable change that strengthens community and improves lives. Mission: Our mission is to engage our community, through partnerships, to ensure people are cared for, connected and included. Strategic Directions: 1. Diversify and increase sustainable financial resources. 2. Invest United Way resources strategically to address human services priorities. 3. Engage the community in all aspects of United Way’s work. 4. Strengthen the capacity of the human service sector in Peel. 5. Reduce human service gaps in Peel.**

The majority of respondents agreed that United Way’s vision, mission and strategic direction were well aligned with those of their particular organization. Nevertheless, a number of respondents pointed out that United Way’s vision, mission and strategic direction were very comprehensive, whereas their organization was much more focused by targeting a specific issue area or group. As summarized by one respondent, “there are no gaping holes, but our mission is much more direct service focused into a very specific target group. By nature, United Way of Peel Region is more broadly based and all encompassing. That is the nature of United Way of Peel Region, compared to a more narrowly focused single agency.”

“ The UW needs to see its role as mobilizing community support to meet the needs of the less fortunate within the community and not just as raising dollars. The UW is the place where people can come together and work together to help build their community. It is so much more than just raising funds. It is about civic engagement and community building.”

— Anonymous comments on the Strategic Plan Survey

Strategic Plan Survey continued

“ At Peel Children’s Aid Society we are not a funded agency but we are strong supporters of the work of the UW in raising funds to assist community services, community needs assessments and in service system planning. The UW in Peel is uniquely positioned to continue to champion issues such as underfunding of human services, coalition building within Peel and across the GTA. We will continue to work with UW in support of these efforts. ”

— Peel Children’s Aid Society

There were a few respondents which suggested that United Way should modify its strategic direction and vision. For instance, one individual made a note that, “the UW should have as one of its strategic directions to promote diversity within its own organization, in the distribution of funds raised and should take a leadership role in promoting equity and inclusion in the broader community. The UW should walk the talk of anti-oppression and social inclusion, including issues of racism, heterosexism and homophobia and ableism.” In another response United Way was criticized for overlaps in its vision, mission and strategic direction statements. In specific, it was argued that “the vision statement reads more like a mission statement and strategic directions 2 and 5 seem to be one and the same, only the flip side of the coin. There needs to be some delineation between these. I believe there needs to be explicit reference in the mission and/or vision statements with respect to the principles of citizenship and inclusion. If we are talking about strengthening our communities, we need to talk about inclusive approaches/strategies that promote people’s citizenship and participation.”

3. **Are there additional strategic directions that you think are important for United Way to consider in its plan? Again, here is the current draft of our strategic directions: 1. Diversify and increase sustainable financial resources. 2. Invest United Way resources strategically to address human service priorities. 3. Engage the community in all aspects of United Way work. 4. Strengthen the capacity of the human service sector in Peel. 5. Reduce human service gaps in Peel.**

The majority of the respondents did not offer suggestions on additional strategic directions that should be considered by United Way of Peel Region. However, the issues which were identified by those that replied varied in nature. A couple of the respondents suggested that United Way is in a great position to lobby for increased government funding and that should be specifically stated as one of the organization’s strategic directions. Among the comments were also calls for greater commitment to diversity and changing needs within the region. One respondent suggested that United Way should make an explicit reference to diversity within the Peel community: “given that Peel is the most ethnically-diverse area in Canada, and that this trend continues to expand dramatically, I would suggest there should be a statement in here that somehow reflects this reality in Peel’s population. It might be an expansion on the word ‘connected’ that appears in your vision statement, something like, for example, expanding point #3 above to say “Engage Peel’s widely diverse community in all aspects of United Way work’.” Others, however, called for greater focus on addressing root causes of social problems in the region.

The one comment that stood out from the rest stated that United Way should concentrate its energy on fundraising and not community development, and that it, “should not be providing a service.” However, there was a lack of agreement on the issue since others suggested that more emphasis should be concentrated on developing ‘human resources’ and increased community involvement. Additional suggestions included necessity to, “encourage and provide training and support for community organizations to develop their own governance and fundraising capabilities that will in turn decrease the continued reliance on United Way Peel.” Thus, there appeared to be a lack of consensus on this issue.

Additional questions were raised in this section regarding compatibility of these directions. One respondent in specific asked, “How will United Way of Peel Region strive to achieve a good balance between Strategic Direction #1 and SD. # 4 and 5? SD#1 is about raising money via good marketing (mostly to for-profit corporations). SD#4 and 5 are about systems planning and service improvement. Furthermore, SD`#4 and 5 have to be played out in an environment where the dominant values and political ideology are somewhat different from those found in the business sector (a sector from which United Way draws its leadership and on which the UW depends heavily for its financial development work - SD#1.) Another question about the SDs is linked to the observation that the government is also in the business of SD `4 and 5. If this is true, then what specific role will United Way of Peel Regino play in relation to the roles of government and others already involved in SD 4 and 5?”

4. Have we captured the essence of providing the leadership to serve the human service needs of the people of Peel?

The overwhelming majority of respondents agreed that United Way provides great leadership in addressing human services needs in the Region of Peel. In addition to the agreement, some offered useful comments for consideration. For instance, one respondent pointed out that, “the bigger question is how do we engage the community in all aspects of United Way work? Many residents are not aware of the important work that United Way does and sees it as a fundraising body only!” Another respondent suggested that, “United Way needs to see its role as mobilizing community support to meet the needs of the less fortunate within the community and not just as raising dollars. The UW is the place where people can come together and work together to help build their community. It is so much more than just raising funds. It is about civic engagement and community building.” These statements reflect a trend found in the survey which encouraged United Way to increase its role in community involvement and public awareness campaigns.

“ I hope UWPR continues to work openly and collaboratively, as they are currently doing, with agencies in Peel. The supports that they and other funders are providing are excellent and extremely useful. ”

— Anonymous comments on the Strategic Plan Survey

Strategic Plan Survey continued

Among the couple of respondents who provided a negative answer to the question, little advice was offered on ways to improve United Way's leadership role. One suggestion that encouraged United Way to better define its leadership role in its strategic direction but no other detail was given.

5. Do you have any other comments you would like to share?

In this section, many respondents shared words of encouragement and approval for the work done by United Way. In the words of one respondent: "United Way of Peel Region is key to the promotion of a seamless service system for abused women and their children in Peel. United Way also plays a critical part in breaking down the barriers faced when trying to engage community members in working together to end violence against woman abuse — in their lives, families, schools, workplace and communities."

In additional statements, there was a reiteration of calls for continued advocacy to increase government funding to the area of human services in Peel Region. The reality that United Way cannot provide support to all services and as such problem areas must be strategically chosen was also emphasized.

The following comment was especially interesting, in the context of this survey, as it attempted to capture the current trend for fundraising organizations: "I think that the mission and strategic directions reflect a good analysis of the current environment of traditional fundraising organizations and the importance of those organizations re-defining themselves outside the fundraising box, and positioning themselves as leaders in one of the fastest-growing areas of the Canadian service economy: the human services sector."

Appendix B: What is Community Impact?

United Ways have a long history of helping people to improve their lives and the lives of their families. In 2002, United Way of Peel Region embarked on a priority-setting initiative to identify our community's most pressing social problems and make strategic investments. The results have been very positive. As a result of its work over the past few years, United Way of Peel Region has recognized that the issues facing our communities have become increasingly complex. There is tremendous interrelationship between the work United Way and others are doing to address key issues. In order to effectively influence a specific condition such as poverty, we need to apply a comprehensive approach that includes education, housing, transportation, early childhood development, literacy, health, employment and many other factors that affect poverty.

Following a lengthy examination of United Way's role in our community, our approach and desired outcomes, we have adopted a powerful mission, vision and statement of values that are aligned with the work United Ways are engaged in across North America. United Way will play a more proactive role in addressing the root causes of our most pressing social issues to create measurable, sustainable, lasting change, in addition to continuing to invest in intervention, crisis management and counselling.

While this new mission to "engage our community through partnerships, to ensure people are cared for, connected and included" reflects our commitment to help people overcome the challenges they face, it also sets the stage for our commitment to work with our communities to create measurable, cumulative and lasting change that both improves lives and builds resilient communities.

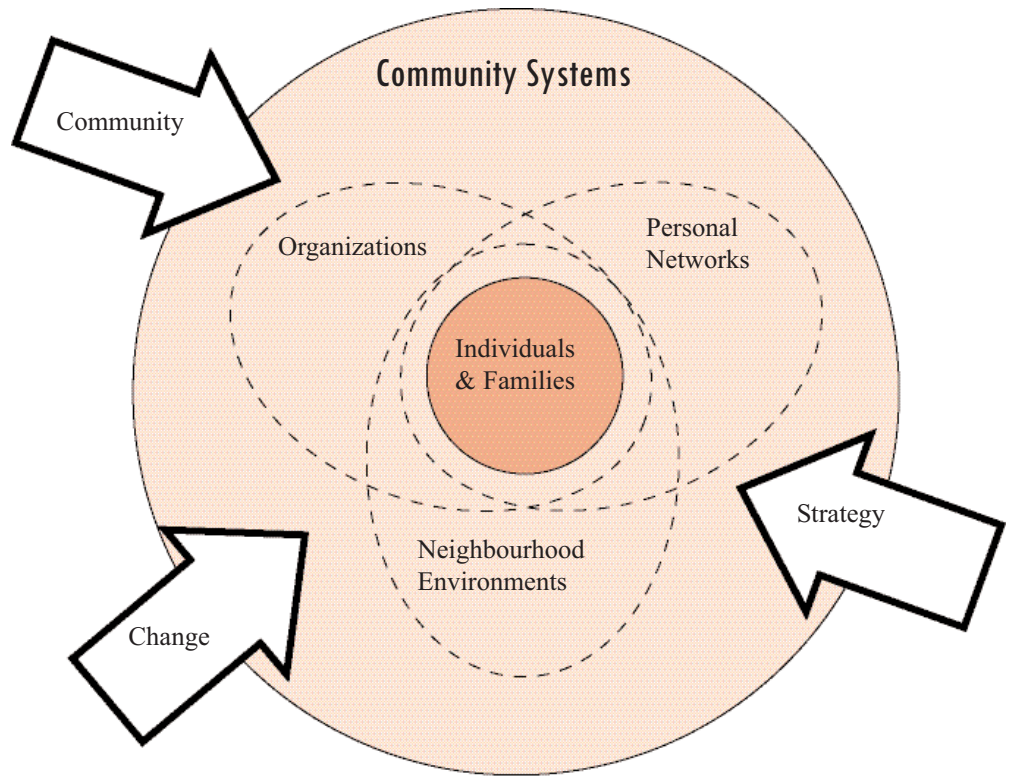
United Ways mobilize diverse sectors of the community and are well positioned to engage these constituencies to affect real, positive social change. Our goal as a community impact United Way is to work with individuals, agencies, organizations, corporations, government, sectors and systems to achieve widespread, positive social impact on our community. Together we will work to prevent and address social problems by influencing the systems and conditions that affect lives and communities.

United Way will build community capacity to help individuals, groups and communities to strengthen their assets, qualities and characteristics so they can respond to present and future challenges and opportunities.

As a community impact United Way, we will mobilize resources, including people, funds, partnerships, wisdom and time, to build capacity by working collaboratively to develop common agendas that will improve the lives of people and create long term measurable social change in our community.

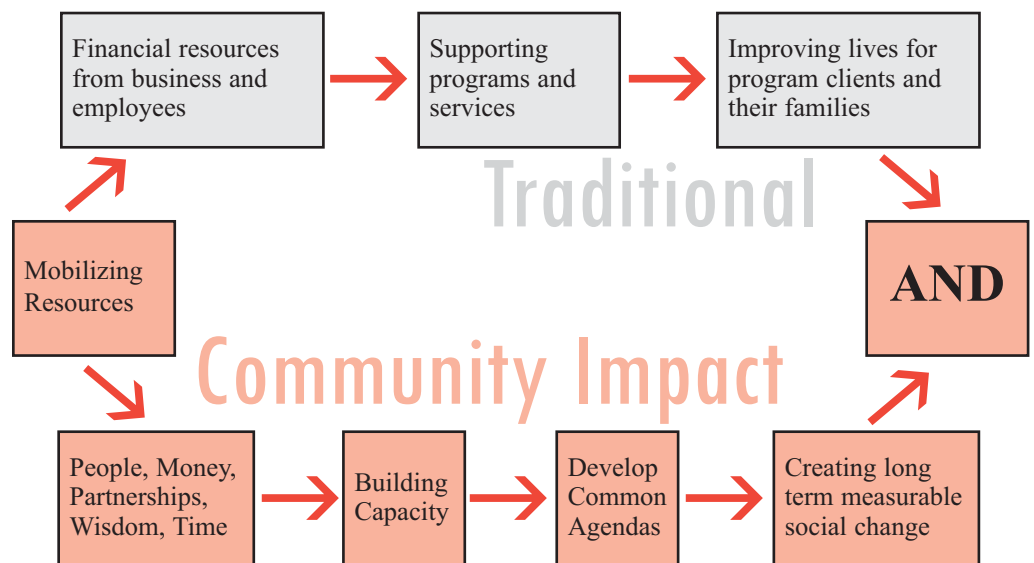
Community Impact continued

Community Change Strategy



This Community Change Strategy is very important in a Community Impact United Way. This new approach embraces and integrates the strengths, assets and capacities of our community. By strengthening our community fabric, we can achieve positive impact on individuals and families.

Community Impact Role



In the new Community Impact Role, United Way is focused on strategies that mobilize resources to improve lives and create long-term measurable change. This new model will require new ways of thinking and doing business.

The differences between the Community Impact United Way and the Traditional United Way

Community Impact United Way

- Asset-based philosophy
- Citizen
- Strategic agenda(s) set by/with community
- Address root causes
- Fundraising a key tool in supporting work
- Range of investment strategies
- Resource development is diverse and ongoing
- Measuring and reporting impact
- Success measured in changing community conditions
- Shared ownership and credit
- Collaborative
- Inter and intra-dependent action
- Making the case
- Building/nurturing partnerships and collaborations

Traditional United Way

- Charity
- Client
- Agency sets agenda
- Reactive to issues
- Primary role is fundraiser
- Single strategy: funding agencies
- Annual workplace focus
- Reporting program activities
- Success measured in dollars
- UW owns the work and credit
- Competitive
- Internal silos
- Entitlement
- Managing relationships

The new Community Impact United Way measures its success by what it has done to make a measurable change in important community issues. Its strategies are designed to be holistic, collaborative, meaningful, measurable and accountable.

Traditional United Way



Community Impact United Way



Achieving an impact on social conditions requires various stakeholders to work together on common community issues. The efforts of all community stakeholders must be aligned, coordinated and focussed on sharing outcomes.

Acknowledgements

United Way of Peel Region extends sincere appreciation to the following for their contributions to the development of its 2007-11 Strategic Plan:

- Strategic Plan Task Force:
 - Board: Carol Seglins (Chair), Steve Hall, Savita Junnarkar, Harry Mann
 - Staff: Susan Danby, Liz Leake, Anita Stellinga, Shelley White
- Board of Directors and Staff, United Way of Peel Region
- Terri Barreiro, Strategic Plan Facilitator, former senior staff member of Minneapolis and Greater Twin City United Way
- Joanne Linzey, United Way-Centraide Canada
- Mississauga, Brampton and Caledon Mayors and Councils
- Region of Peel Council
- Bozena Natkaniec, Survey Summary
- Trudi Ford, Communications and Marketing Manager
- David Hunter, Writer/Editor
- The many individuals and organizations who participated in the United Way community engagement survey.



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