



# The **WAY** FORWARD

## **Equitable** Recovery For All 2022–2025 Strategic Plan

United Way Perth-Huron is poised to lead our community toward a more equitable recovery.

Our previous strategic plan set the organization on a new course, leading to an increase of more than 66% in our campaign revenue in five years. We engaged with our communities directly, forming five community committees tasked with identifying local priorities and launching new program solutions.

The pandemic brought many challenges. Thanks to past successes – and the support of a Board willing to take risks – UWPH was ready to take on a leadership role during difficult times; moving us forward and redefining the strengths we bring to Perth-Huron.

As not-for-profits and all levels of government looked to our organization, we were able to build partnerships, support significant shifts in services to meet pandemic demand and launch new services, all while funding an incredible number of programs. This hard work and effort paid off. The perception of UWPH as critically important to Perth-Huron's well-being has been cemented, creating a foundation to continue working toward a brighter future.

Between October 2021 and March 2022, UWPH's Board of Directors and staff engaged with our community committees, the *Social Research & Planning Council*, supported partners and other stakeholders. From those discussions, and building on emerging issues and organizational momentum, this strategic plan was born.

- Susan Moffat, Board of Directors President & Ryan Erb, Executive Director

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*Emerging from the pandemic, United Way Perth-Huron is poised to lead our community toward a more equitable recovery for all.*

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**United Way**  
Perth-Huron



## major community **CHALLENGES**



Workforce shortage



Reported discrimination & lack of diversity



Lack of housing & affordability



Lack of access to services

## **VISION**

A better life for everyone in our communities.

## **MISSION**

Improve lives and build community by engaging individuals and mobilizing collective action.

## our **GOALS**



Everyone has a sufficient income and lives in a home that is affordable, adequate, reliable and safe.



Diversity is celebrated and marginalized people are empowered.



Everyone has access to the social services they need.

## our **PLAN**

### Become More Diverse, Equitable and Inclusive

- Identify and remove barriers.
- Create and implement a DEI strategy that aligns with United Way Canada.
- Operate a diverse, equitable and inclusive workplace.

### Enhance Organizational Capacity

- Update governance structure making it appropriate for the organization's current size and future growth.
- Invest in staff and volunteer expertise/talent.
- Increase revenue and resources.

### Lead Community Change

- Harness expertise and wide-ranging relationships to lead and assist in effective community development.
- Support improved access to local services and affordable housing.
- Work collaboratively and cooperatively to address community needs.
- Advocate for an increased income for those earning below a living wage.
- Lead social progress by organizing, interpreting and sharing research and data.
- Practice innovative approaches to community education, engagement and collaboration.
- Progressively build on our community impact and investment approach.



In order to make the community we envision a reality,  
we need to shift the organization:

## the **SHIFT** explained

**From**      **To**

- Community Development Leader ➤ Community Development *Expert* & Leader
- Social Expert ➤ Social Expert & *Social Forecaster*
- Singular Outcome-oriented Funder ➤ *Strategic* Funder
- Friend of Government ➤ Government *Partner of Choice*
- Supporter of Community Benefit Capital Projects ➤ *Leader of Community* Benefit Capital Projects



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