



**Community Impact Agenda**



**United Way**  
London & Middlesex  
Change starts here.

## Dear community partners:

In the past several years, United Way of London & Middlesex has been actively engaged in an exciting approach to maximize its impact on major human service issues facing London and Middlesex County.

Our Board of Directors realized that our current systems and programs, including United Way's historical fundraising and fund distribution efforts, could be enhanced to create long-term, lasting change on the complex social needs we see in our communities.

Under the strategic direction of our Board, we have made great progress:

- 2009: update of our vision, mission, and values to better reflect the nature of our work. Our new mission statement, "*We mobilize the power of our community to create real, lasting change*" speaks to the tremendous opportunity United Way has to not only mobilize financial resources, but to bring together the time, talent and voice of residents from all walks of life to influence the kind of community where everyone matters.
- 2010: shifting from a focus exclusively on funding priorities, United Way undertook a comprehensive community consultation and review process that led us to announce three "impact areas" where we believe we can have the greatest impact on the well-being of our community. With this new focus on poverty, mental health, and beginnings & transitions, United Way was better poised to provide focused effort on change in these important social issues in London and Middlesex County.
- 2010: to better align our volunteer leadership with our community impact intentions and our new impact areas, United Way established three volunteer Impact Councils, one for each of the three impact areas. Bringing together donors, research and policy experts, individuals with lived experience, volunteers with United Way allocations expertise and other interested parties, the Impact Councils strengthened the level of knowledge and expertise required for United Way to build capacity related to poverty, mental health, and beginnings & transitions.
- 2011: under the outstanding leadership of our Impact Councils and United Way staff, we have established strategic Impact Frameworks that outline United Way's intended outcomes and strategies for each of our three impact areas.

Together, these components combine to create our *Community Impact Agenda*.

In developing the Agenda, we engaged United Way volunteers, community and agency partners, other service funders and providers, and key community stakeholders to identify potential elements. We would like to thank all of these important partners for their input and encouragement as we embarked on this important journey for our organization and for our community.

Our goal throughout this effort has been to foster discussion, seek input and create greater understanding of this new approach. Like any complicated and important effort, it is fluid and ever-evolving. We continue to refine it with new learning and ongoing monitoring of community conditions and issues. We continue this work even as we begin mobilizing our community and partners and building the community will and resources necessary to achieve these ambitious goals.

The Agenda presented here is a call to that collective, focused action that will produce what matters most for our region – results that change people's lives and our community.

Sandy Whittall  
Chair, Board of Directors

Andrew Lockie  
Chief Executive Officer

# Why a community impact agenda?

## Community Impact Defined

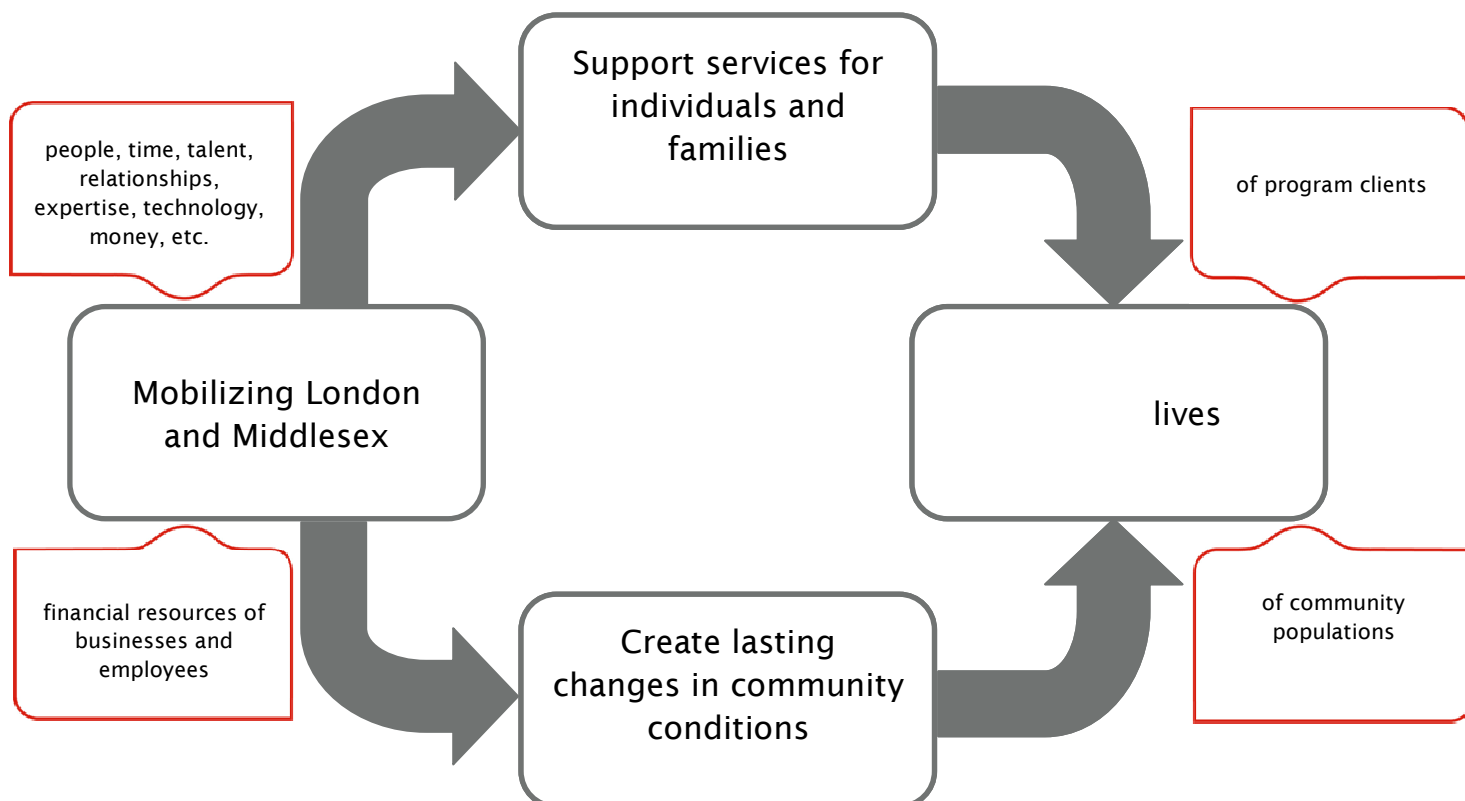
United Way of London & Middlesex has long worked to improve lives by mobilizing the financial resources of businesses, employees, other individuals, and foundations in support of direct service programs at funded agencies that measurably improve people's lives. While we remain committed to this incredibly important work, more can and must be done.

Despite all of the money raised and all of the services we and others have helped provide, many problems in our community continue to impact our friends and neighbours.

- Poverty remains a reality for 1 in 4 in our community
- Mental health issues will personally impact 1 in 5 in our community
- Immigrants seeking a new home in our community struggle with poverty and isolation
- At least 25% of our children enter kindergarten seemed "not ready to learn", putting them on a path to literacy and social challenges for their future

Many factors contribute to these and other issues facing our community – economic conditions, historical trends, public and private sector practices, and disconnections among community systems.

To address these issues, there is a need to deal with the conditions that created them in the first place and are causing them to worsen. Doing so calls for a more sophisticated approach for United Way in addition to the traditional funding and direct service approach. This model mobilizes diverse people and resources through unique approaches and partnerships that go beyond the dollars pledged through the annual campaign and the programs those dollars support. Collaboration is key. These community and agency partners include schools, policy-makers, businesses, voluntary associations, the faith community, and others working together to change the conditions and improve the lives not just of program clients, but of community populations. This is what we call *community impact*:



# Developing our impact frameworks

With the support of our three Impact Councils, United Way set out to establish an “Impact Framework” for each impact area. Our goal was to answer the following questions:

- If we are to successfully achieve our vision of a *community where everyone* matters, what are the long- and short-term outcomes our community aspires to related to poverty, mental health, and beginnings & transitions?
- If we seek these outcomes, what is United Way’s unique role in achieving them? Specifically, what are the strategies through which United Way will contribute to these broad community level outcomes?

For each impact area, the corresponding Impact Council was tasked with developing an “Impact Framework”, acknowledging the inherent interconnections between the three impact areas. Over the course of their work, it became clear that there was a set of guiding principles and assumptions that were integral to connect across the three areas.

## ***Impact Council Leadership***

United Way recognizes the tremendous efforts of our volunteer Impact Councils for their dedication to crafting the Impact Frameworks that make up United Way’s Community Impact Agenda:

<b><u>Poverty</u></b>	<b><u>Mental health</u></b>	<b><u>Beginnings &amp; transitions</u></b>
Amanda Gryzb	Barrie Evans	Ann Hutchison
Eveline Gurnham	Beth Mitchell	David Blackwell
Jennifer Kirkham	Beth Powell	Dwayne Martins
Joe Wilson	Cheryl Forchuk	Glenn Howlett
Lina Bowden (chair)	Janet Grantham (chair)	Karen Dalton
Rick Hoevenaars	Jennifer Francis	Loraine Kelly (chair)
Scott Courtice	Lorna Bulgin	Matt Bazely
Stephanie Joselyn-Fogarty	Reid MacKay	Michael Deeb
Wendy Leslie	Waltraud Knott	Neil Bradford
Gary West	Maria McFadden	Paula Jesty

## **Methodology**

When United Way developed its three impact areas, we worked deliberately to ensure open and clear consultation with our many partners in the community. This process ensured such a rich dialogue with our stakeholders that we sought to ensure that the Impact Frameworks were designed to include advice, perspective, and information from a wide range of community sources and resources.

- *Literature review and community engagement* – United Way staff engaged in a thorough analysis of local and provincial data and trends. We also ensured connectivity to the strategies and outcomes already identified by our community at large, through United Way participation and leadership at community planning tables (i.e., Child & Youth Network, London & Middlesex Local Immigration Partnership)
- *Service provider input* – Organizations, including but not limited to agencies that receive funding from United Way, were engaged in three facilitated sessions in December, 2010. The sessions provided service providers with expertise in one or more of United Way’s impact areas to provide input on the draft outcomes developed by the Impact Councils. Service providers were also invited to offer input on what United Way’s strategies in each impact area should be; participants were encouraged to consider strategies related to investment, research, advocacy and community development.
- *Key stakeholder interviews* with partners including the City of London, County of Middlesex, Southwest Local Health Integration Network (LHIN) and Pillar Nonprofit Network
- *Thinkcommunity.ca* was developed as an online and print consultation tool for engaging with United Way donors and the community at large. The survey was based on the draft outcomes developed by the Impact Councils; the purpose of the survey was to validate the draft concepts and identify stakeholder feedback related to advocacy strategies in each impact area. The survey, which was translated into French, Spanish and Arabic, was available online and in over 20 community kiosks throughout London and Middlesex. The survey was also made available through all United Way funded agencies.

The input from these multi-dimensional sources was reviewed carefully by each Impact Council in the development of the Impact Frameworks.

# How our impact agenda will guide United Way's work in the community

Our Community Impact Agenda is our commitment to establishing long-term community goals, determining how we'll measure success, developing and implementing the right multi-dimensional strategies, and measuring results over time. It is a comprehensive, high level action plan, developed with representation from community and agency partners, for changing the most pressing social issues in London and Middlesex: poverty, mental health, and beginnings & transitions.

The Agenda will guide the work of our organization as we seek to effect change related to our three impact areas. Our Impact Frameworks related to each impact area highlight the multi-dimensional activities that United Way staff will lead in three areas:

- **Advocacy** - working alongside donors, service providers, business, and government on specific issues outlined in the framework. All advocacy activities will be conducted in accordance with United Way's policy on advocacy, and the organization's accompanying advocacy framework.
- **Investment** - United Way's investments in programs and services in London and Middlesex County will be guided by the Impact Framework. We recognize that many programs effect change across impact areas; however, our investments will largely be reflected according to the greatest intended outcome. Our investments through funded agencies are paramount, and will include opportunities to engage new service providers who can help United Way achieve its greatest impact on the issue.

Investments will continue to be made in accordance with United Way's policies and procedures, which are designed to ensure greatest accountability and transparency to our donors and partners. In doing so, outcome measurement continues to be a significant priority for United Way. Program investments will be measured against the outcomes defined in the Impact Framework.

With the Agenda in place, United Way will reinstate its policy on multi year funding. By establishing multi year investments in strong programs that clearly align to the intended outcomes in the framework, we demonstrate confidence in the expertise of community-based service providers who are well positioned to execute these strategies.

- **Mobilizing** - each Impact Framework identifies clearly defined opportunities for United Way to engage donors and volunteers in hands-on ways to help achieve impact. These mobilizing opportunities include ways to engage volunteer groups like United Way's GenNext and Women in Philanthropy initiatives, as well as corporate partners and donors in experiences such as Day of Caring and Community Impact tours.

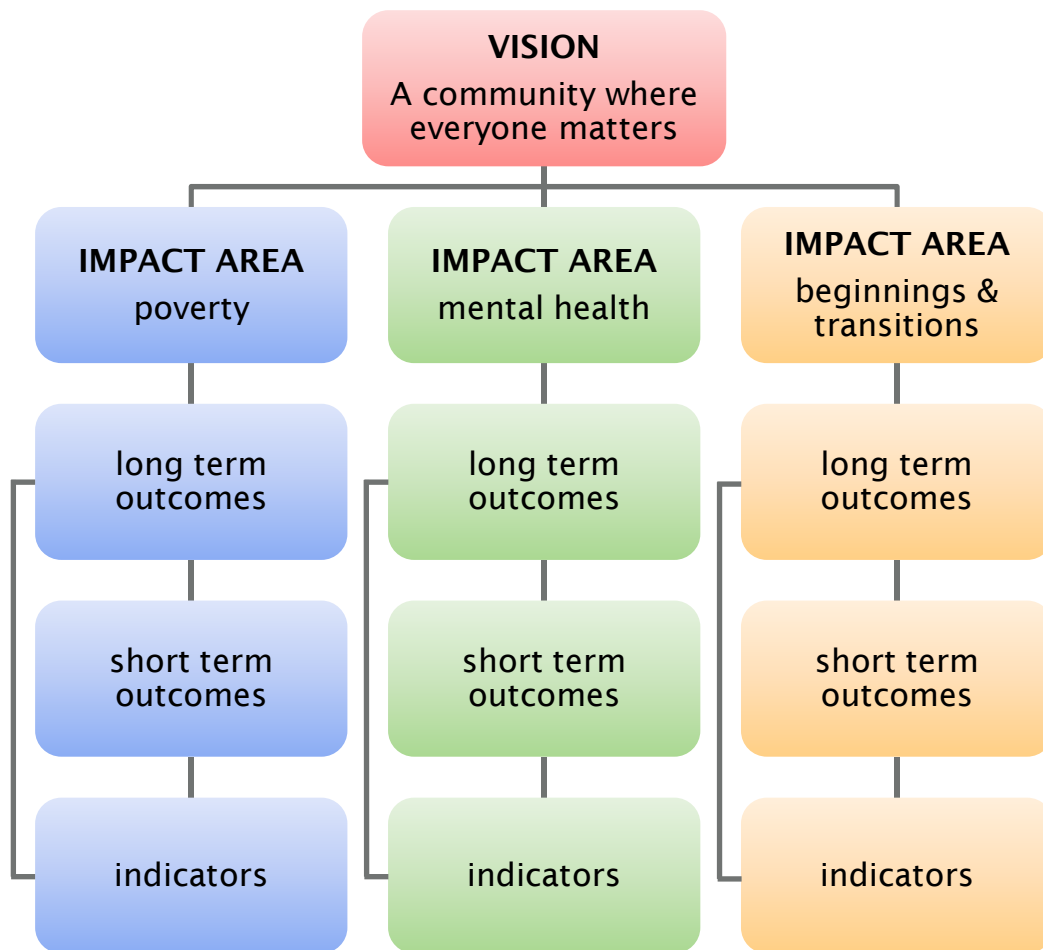
## **Leadership**

Leadership and accountability for implementation of the agenda lies within the governance, volunteer and staff leadership for United Way of London & Middlesex. Our staff and Impact Councils share responsibility for ongoing leadership to the agenda's implementation, consistently monitoring the emerging issues and continuous progress of our community and responding to ensure maximum impact. As the challenges in the community and United Way evolve, the agenda will also evolve with the support and approval of the United Way Board of Directors.

# Measurement

Each Impact Framework is based on identification of long- and short-term outcomes related to poverty, mental health, and beginnings & transitions.

An evaluation framework, which includes clear and measurable indicators, is in development. This evaluation model is vital to United Way's ability to measure its progress against our advocacy efforts, investments in community programs, and mobilizing efforts.



# United Way's Community Impact Agenda

## ***Our vision***

A community where everyone matters.

All people are important and deserve a good quality of life. All people have the potential to need help and the potential to help. 'Success' and 'quality of life' mean different things to different people but we're driven by the ultimate goal to have our community made up of people enjoying a good life and helping others to achieve the same.

## ***Our mission***

We mobilize the power of our community to create lasting change.

The most important thing United Way can do for our community is to use our reputation, relationships and expertise to bring together our community's resources of people, time, talent, relationships, expertise, technology, money and more. By channelling our community's power behind solid strategies we can achieve lasting changes in the social conditions of individuals, families and our community.

## ***Our core values***

### **Empathy**

We believe the root of all action for change is the ability to see and feel ourselves in the situations of others. We believe all people and all communities have the potential to overcome challenge. We treat people with dignity, fairness and equality. We understand and live the correlation between improving the life of one to improve the lives of all.

### **Inclusiveness**

We believe in 'us' and 'us', not 'us' and 'them'. All people, groups and sectors are equal and deserving of the same respect and opportunities. We seek out and value diverse ideas, opinions and experiences. Our most effective, creative and innovative solutions come about when we join with others.

### **Shared leadership**

We believe the work of change is a shared responsibility. We are a catalyst. We engage and empower all sectors of our community to come together to share their experiences, expertise and energy. The power of partnerships and collaborations multiplies our impact and leads us to find progressive and lasting solutions.

### **Integrity**

We change lives. Therefore, we believe we must hold ourselves to the highest of standards. We embrace the responsibility that our donors, volunteers and partners have entrusted to us and we are accountable to them. We are honest and transparent in all that we do. We make decisions based on the needs and expectations of our community and we believe it is imperative to measure and communicate our impact.

## ***Our impact areas***

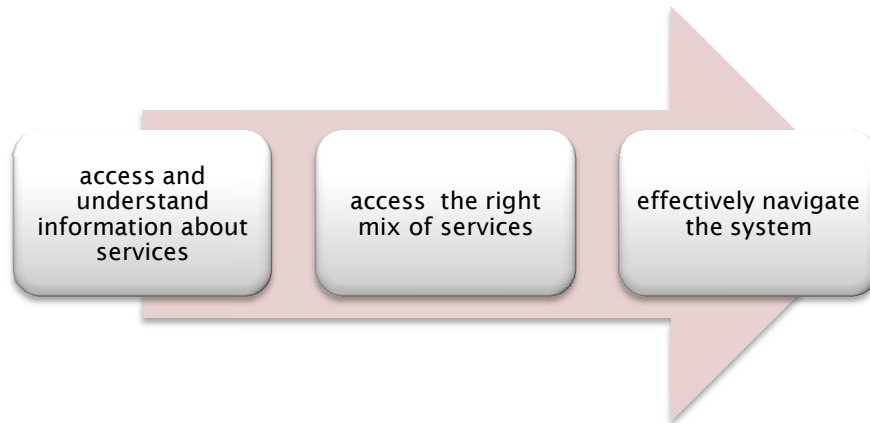
Poverty

Mental health

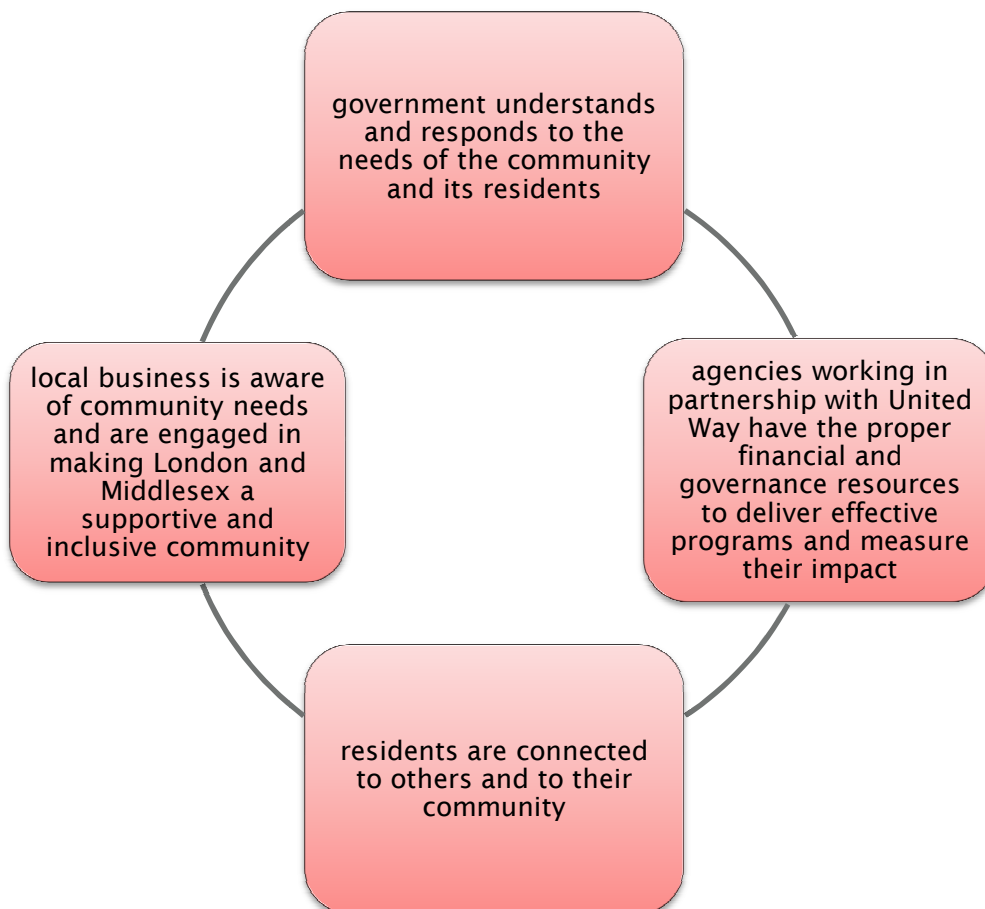
Beginnings & transitions

**Our guiding principles**

In a community where everyone matters, we believe that residents must be able to:



Clearly, these goals do not belong to United Way alone. However, we believe that we must play a leadership role to ensure that:



In seeking to have an impact on poverty, mental health, and beginnings & transitions in London and Middlesex County, United Way will:

- Conduct and mobilize research to understand community needs and assets
- Advocate alongside citizens, service providers, business and government to ensure that social policies and programs respond to local needs
- Collaborate with other funders to maximize financial and human resources in the human service sector
- Respect and respond to the unique needs of communities in Middlesex County
- Invest at the neighbourhood level
- Advocate and invest to ensure that residents can navigate the system of social and government services
- Engage youth and young adults in voluntarism and philanthropy
- Expect ourselves and our partners to adhere to principles of diversity and integration of services
- Partner within the United Way movement to advocate for social changes at the provincial and national level

# Poverty

LONG TERM OUTCOME				
Everyone's basic needs are met				
SHORT TERM OUTCOMES				
More residents have enough safe, healthy and culturally appropriate food to eat	More residents can maintain heat and hydro services that ensure the health and safety of their household	More residents can obtain and maintain safe and affordable housing	More residents have access to appropriate and essential clothing	More residents have access to health related resources

*To achieve these outcomes, United Way will:*

## ADVOCATE for...

- Local food security policies and programs for all
- Heat and hydro policies that are fair and protect vulnerable residents
- Corporate utility partners investment to ensure heat and hydro services for vulnerable residents
- Affordable housing solutions for all, including emergency and transitional housing where needed
- Adequate government investment in discretionary health benefits, including assistive devices and non-prescription medicine, for low-income residents
- Access to a family physician for vulnerable residents

## INVEST in...

- Programs that prevent homelessness for all
- Programs that ensure everyone is able to maintain safe, affordable housing
- Information resources that promote access to basic needs information for individuals in poverty
- Subsidy programs to ensure access to basic assistive devices where cost is prohibitive and there is no other resource available

## MOBILIZE...

- Volunteers to collect basic needs resources (i.e., food, baby care items, hygiene items, clothing, non-prescription health items) for distribution to those in need

# Poverty

LONG TERM OUTCOME			
Everyone has the skills, supports and information they need to be engaged in our community and make their best possible contribution			
SHORT TERM OUTCOMES			
Increased literacy and English as a Second Language (ESL) skills are developed and supported	Increased life skills are developed and supported	More residents have access to education, employment and volunteer opportunities	More residents have access to transportation and child care

**To achieve these outcomes, United Way will:**

## ADVOCATE for...

- Adequate government funding for adult literacy programs and supports
- Adequate government funding for ESL programming
- Adequate government funding to support employment training programs for unemployed and underemployed youth and adults
- Supports and policies that promote employment for individuals with mild to moderate mental health issues and individuals with a disability
- Access to transportation for low-income and isolated residents, especially in rural Middlesex County and for low-income families and seniors
- Responsive child care policies, government funding and accessible programs that enable low-income parents to work and go to school

## INVEST in...

- Mentorship programs for youth at risk of dropping out of school
- Mentorship programs for skilled immigrants seeking employment
- Programs that build life skills for youth at risk of dropping out of school
- Programs that build life skills for unemployed adults

## MOBILIZE...

- Volunteers to support literacy and ESL development for children, youth and adults through mentorship and volunteer support
- The business community to build employment and education connections for immigrants and the recently unemployed
- Service providers to engage youth, seniors, immigrants, and individuals with mental health issues or a disability in meaningful volunteer roles

# Poverty

<b>LONG TERM OUTCOME</b> Everyone is financially stable		
<b>SHORT TERM OUTCOMES</b>		
More residents have adequate income	More residents have the opportunity to build savings for the future	More residents have the opportunity to gain assets

*To achieve these outcomes, United Way will:*

## **ADVOCATE** for...

- Effective income policies (i.e. social assistance, employment, taxation, living wage) that ensure adequate, sustainable income to meet one's basic needs
- Policies that regulate and/or discourage predatory business practices that take advantage of vulnerable individuals and families faced with emergency financial issues
- Economic development and entrepreneurship opportunities

## **INVEST** in...

- Programs that help low income households access public benefits to which they are entitled
- Financial literacy programs for all
- Programs that help low-income families, youth, and immigrants build savings for their future

## **MOBILIZE**...

- The business community to act as mentors and use corporate sector expertise to support the non-profit sector

## **Definitions**

**Poverty:** the Child & Youth Network considers poverty as being not only based on finances but on having the resources to participate in everyday life. Our locally agreed upon measure of poverty is based on the Low-Income Cut Off (LICO).

**Life skills:** communication and interpersonal skills, decision making and critical thinking, and coping and self-management skills, including budgeting and money management

**Health related needs** include: prescription and over the counter drugs, assistive devices, access to health care practitioners and supports to ensure a healthy lifestyle

**Assets** include things such as: home ownership, ownership of a reliable vehicle that contributes to confidence in one's financial future, etc.

# Poverty

## *Assumptions*

- There is interconnection between poverty, mental health, and beginnings & transitions
- Access to services requires that services be timely, affordable, and responsive and that service providers are equipped with the training and resources required to provide quality service
- It is recognized that a barrier to accessing service can be internal and individuals need to feel safe and not afraid to access service
- Outcomes acknowledge there is a chronology, such as Maslow's hierarchy of needs, that requires basic needs be stabilized first
- Government includes municipal, provincial and federal elected officials and administrators

# Mental Health

<b>LONG TERM OUTCOME</b> Stigma and discrimination related to mental illness is reduced	
<b>SHORT TERM OUTCOMES</b>	
Stakeholders increase their understanding and response to the needs of individuals dealing with mental health issues	Barriers are reduced to ensure full participation in the community for individuals with mental health issues

*To achieve these outcomes, United Way will:*

## **ADVOCATE** for...

- Government policy changes that reduce barriers for individuals of all ages and cultures who are dealing with mental health issues

## **INVEST** in...

- Education strategies that reduce self-stigma and promote help-seeking behaviours
- Training and development to build core competencies across all sectors helping (mental health and non-mental health) service providers to understand and respond to clients with mild to moderate mental health issues

## **MOBILIZE**...

- Employers, business leaders, teachers and other service providers to recognize and respond to the needs of employees, customers, students and clients dealing with mental health issues personally or in their families
- Leverage new and existing public education campaigns to promote local awareness of mental health issues and resources

# Mental health

LONG TERM OUTCOME					
All individuals dealing with a mental health issue, addiction, or violence-related trauma will be able to seek support and access assistance at their point of need.					
SHORT TERM OUTCOMES					
Issues are identified early and appropriate interventions are offered	Services and supports are in place to help individuals in distress	The escalation of crises related to mental health issues, addiction, or violence-related trauma are reduced	Individuals and families have increased resilience, recovery and reduced isolation	Individuals have greater access to the right mix* of medical and non-medical services, treatments and supports to ensure their best possible quality of life	Family and caregivers have increased access to information, supports, and appropriate interventions

**To achieve these outcomes, United Way will:**

## ADVOCATE for...

- Government investment in medical and non-medical mental health interventions throughout the continuum of care including:
  - early screening and assessment
  - early diagnoses
  - treatment and community supports
- Continued system planning that will ensure “no wrong door” when seeking mental health support

## INVEST in...

- Supports that connect individuals in distress and their caregivers to the right services in the community without delay
- Peer and family support programs
- Accessible group and individual counselling for low-income individuals dealing with mild to moderate mental health issues
- Programs that connect isolated individuals to social and recreational activities that promote mental health and well-being
- Programs that promote system navigation for individuals and their caregivers
- Programs that strengthen the resilience of families and caregivers and that build mental health resilience and recovery across all age groups and ethnicities

# Mental health

## *Definitions and assumptions*

- There is interconnection between poverty, mental health, and beginnings & transitions
- While our strategies are primarily intended to respond to individuals with mild to moderate mental health issues, we understand that mental health is an essential element of overall well-being and is not merely defined as the absence of a diagnosable mental illness.
- The World Health Organization's Constitution indicates that "health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." This definition can be transferred to that of mental health. As stated, "Mental health is not just the absence of mental disorder. It is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community" (*WHO* website, September 2007).
- \*Depending on the unique needs of the individual, the "right mix" of services and supports could include: In-patient treatment, outpatient treatment, counselling, medication, discharge support, peer support, self care, and support from a family doctor or other medical professional.

# Beginnings & transitions

LONG TERM OUTCOME				
All children and youth meet healthy developmental and educational milestones				
SHORT TERM OUTCOMES				
Parents make healthier prenatal and postnatal choices that support child well-being	More children enter grade one ready to learn	More youth complete school	Parents have stronger parenting and coping skills	More children and youth are physically active and socially connected

*To achieve these outcomes, United Way will:*

## ADVOCATE for...

- Early assessment of mental health and developmental delays for children and youth
- Education policies, practices and funding that support children and youth who are at-risk learners

## INVEST in programs that...

- Build early literacy for at-risk learners
- Promote school success for children and youth in families dealing with poverty and abuse
- Build strong parenting and coping skills for parents dealing with issues of poverty, mental health, and abuse
- Engage parents and caregivers of at-risk learners in their child's school experience and help them to advocate for their child
- Engage children and youth in low-income families to be physically active and eat nutritious food
- Promote social inclusion for children and youth with special needs
- Promote school completion for youth at risk of dropping out of school

## MOBILIZE...

- Volunteers to offer tutoring and mentorship for at-risk learners

# Beginnings & transitions

<b>LONG TERM OUTCOME</b> All immigrants settle successfully		
<b>SHORT TERM OUTCOMES</b>		
Immigrants have increased health and well-being	Immigrants are more included, engaged and respected in the community	Immigrants have increased opportunities for education, appropriate employment, and mentoring

*To achieve these outcomes, United Way will:*

## **ADVOCATE** for...

- Government policies and funding that promote immigrant education and employment
- Access to health programs and services for immigrants
- A system of supports for immigrants to navigate the settlement experience

## **INVEST** in programs that...

- Improve the mental health and well-being of immigrants
- Build resilience within immigrant families, especially where there is a risk of intergenerational conflict
- Result in inclusion and participation of immigrants
- Promote mentorship and access to the hidden job market

## **MOBILIZE...**

- Education strategies to promote inclusion and engagement of immigrants
- Volunteers to offer mentorship and training opportunities for immigrants

# Beginnings & transitions

LONG TERM OUTCOME		
Individuals and families are stable and resilient during challenging times and life transitions		
SHORT TERM OUTCOMES		
More complex problems are prevented by early intervention	Individuals and families are able to advocate for themselves and ask for help from others when needed	Neighbours, friends, families, and coworkers are able to identify and provide early referral to appropriate intervention

*To achieve these outcomes, United Way will:*

## ADVOCATE for...

- A system of government, service providers and community residents that is equipped to support individuals and families during difficult times
- Government policies and investments that support re-employment
- Systemic change related to woman abuse and family violence
- Government investment in supports for individuals dealing with substance abuse
- Education supports for at-risk children and youth who experience frequent school moves
- Systemic change to ensure the aging population is supported
- Ensure persons with disabilities are safe and supported during times of need

## INVEST in programs that...

- Build self-advocacy skills
- Ease the transition for families where one or more parents is recently unemployed
- Support families dealing with violence and abuse
- Support caregivers during family transitions
- Support at-risk youth as they transition out of school to employment or education

## MOBILIZE...

- Service providers to provide labour adjustment services to the recently unemployed
- Educate residents with knowledge and referral information to support their family members, friends, or coworkers who may be struggling with challenging personal circumstances

# Beginnings & transitions

## ***Definitions***

***Immigrant***: the London & Middlesex Local Immigrant Partnership (LMLIP) defines immigrant as any individual who defines themselves as an immigrant; this includes but is not limited to: Canadian Citizens, Permanent Residents, Convention Refugees, Temporary Residents and individuals with no immigration status.

***School completion***: while achieving an Ontario Secondary School diploma is the optimal outcome for most youth, some youth, such as those with intellectual disabilities or significant barriers to success, may have alternate outcomes that factor as school completion

## ***Assumptions***

- There is interconnection between poverty, mental health, and beginnings & transitions
- Access to services requires that services be timely, affordable, and responsive and that service providers are equipped with the training and resources required to provide quality service
- It is recognized that a barrier to accessing service can be internal and individuals need to feel safe and not afraid to access service
- Government includes municipal, provincial and federal elected officials and administrators

## Interconnections between impact areas

In defining the intended outcomes related to poverty, mental health, and beginnings & transitions, the interconnections across each area cannot be underestimated. For example:

- We know that recent immigrants to our community are over-represented within those experiencing poverty in our community.
- We know that giving children the best possible start in life is an essential way to influence their economic well-being in later life, especially among families who experience intergenerational poverty.
- We know that individuals with mental illness are highly represented among those who are homeless in our community, yet we also see that job loss, family violence, and other negative life transitions lead to significant mental health issues such as depression, anxiety, and post-traumatic stress disorder.

While separating the issues helps to provide focus and clarity for action, we must not oversimplify the complex relationships between them. As we turn our eye to implementation, it is the responsibility of United Way staff and Board of Directors to ensure vigilance towards how the framework for each individual impact area is implemented and evaluated in conjunction with the others.

# Moving forward

We believe that United Way is poised for leading change in strong and significant ways.

- We will maximize our relationships with our corporate partners, helping to inform and influence the corporate social responsibility strategies of our local employers and business leaders to reflect and impact social needs right here in our community.
- We will leverage the expertise of our academic partners at the University of Western Ontario and Fanshawe College, to better document the needs within our communities and neighbourhoods, to better shape and evaluate the local impact of interventions, and to share our community's knowledge with others.
- We will lead and influence the necessary collaboration and partnership required within the non-profit sector, helping to maximize local resources, reduce duplication, and build even stronger accountability.
- We will optimize our relationships with government at all levels, including elected and administrative officials, to help shape social policy that creates real, positive impact on the lives of our friends, families, and neighbours.

Successfully implementing this Agenda requires that United Way must continue to be attentive to the ever-evolving environment around us. Demographic shifts, social policy changes, new political landscapes, changes in economic conditions – all impacting the lives of residents of London and the communities of Middlesex County.

While we will always be prepared to respond to opportunity and react to emerging needs, we will act with confidence that this Agenda, grounded in research and local voice, outlines a roadmap for progress.

**Change starts here.**