



**United Way**  
British Columbia



## Chief Development Officer

Executive Profile Presented By

THE  
**DISCOVERY**  
GROUP

**United Way British Columbia (UWBC) strengthens vital connections to support people in need in our local communities.** We serve over 4.5 million British Columbians, delivering resources and support to the people who need it most.

We identify trends and address social issues, and we advocate and collaborate with partners to take strategic and informed community actions. Our areas of focus include Emergency Response, Children & Youth, Seniors, Poverty, Mental Health, and Food Security. We lead with a dual model of providing grants for programs run by local agencies that help advance our common missions, and we develop and run our own programs to address gaps in community services and provincial support systems.

United Ways in BC started with a network of connected United Ways across the province, and over the past few years have amalgamated into a single, best-in-class modern charity. In tandem with this amalgamation, UWBC is undergoing a significant evolution in its strategy and tactics to meet growing community need, such as taking on a number of government-funded contracts and service delivery.



**UWBC is grateful to our community of supporters, the 19,000 people who gave over \$22 million last year, without whom we could not deliver such impact.**

**To lead this important fundraising work, we are now hiring a new Chief Development Officer (CDO) to drive revenue and growth in philanthropic support.** The CDO manages the donor experience, no matter how someone comes to United Way – be it through workplace giving, major gifts, emergency response, or event support. The CDO will develop and direct UWBC's fundraising strategies, workplace campaigns, technological initiatives and operations to support the overall organization's development and revenue objectives.

The new CDO will arrive at a crucial and compelling time, as United Way continues to evolve and becomes a true modern charity – with excellent data and technological tools, an exceptional history and longevity to build on, and a united provincial mandate.

Reporting to the President and CEO, Michael McKnight, the CDO is an important member of the Senior Leadership Team (SLT) and will manage a team of over 20 staff.

**This is a career-defining opportunity for an experienced fundraiser to:**

- Guide UWBC through the next stage of its transformational journey;
- Galvanize a community of support and reaffirm UWBC's key value in the community;
- Bring energy and creativity to its fundraising program;
- Directly manage many of UWBC's most important relationships, including the Campaign Cabinet;
- Work cross-organizationally to ensure a seamless and meaningful experience for United Way donors, volunteers, and community members – regardless of their entry point.

## Information for Candidates

This search is being led by United Way British Columbia's search partner, Christoph Clodius, at The Discovery Group.

If you or someone you know is interested or curious, please be in touch at [christoph@thediscoverygroup.ca](mailto:christoph@thediscoverygroup.ca).

### Application Timing and Selection Process:

Submissions will be reviewed on an ongoing basis, and the role will remain open until filled.  
We encourage immediate enquiries and submissions.

Please apply to Christoph with a cover letter/expression of interest and resume/CV, in a combined single document.

### Compensation & Benefits:

The successful CDO can expect a starting salary between \$170,000 - \$190,000, depending on experience.

UWBC provides a comprehensive health and welfare benefit program, which includes extended health, dental, and life insurance benefits, with 100% of all premiums paid by UWBC. Employees are members of the Municipal Pension Plan, receive an annual holiday closure, and paid time off to volunteer.

### Location:

The UWBC offices are located in Burnaby (with free parking), just off the TransCanada Highway at Willingdon. The successful CDO should be based in the Greater Vancouver/Lower Mainland area, and UWBC offers a hybrid home/office work model.

### Working at United Way British Columbia:

United Way British Columbia offers both the opportunity to make a tangible difference in people's lives and the stability of its reputation as a pillar in the community and non-profit sector. When you work at United Way, you see firsthand that you are making your community better while growing professionally in the process.

United Way BC is proud to be recognized as one of Canada's Top 100 Employers for 2025.

At UWBC, we don't just accept difference - we celebrate it, we support it, and we thrive on it for the benefit of our employees, programs, donors, and the communities we live and work in. At UWBC, we encourage all applicants regardless of age, sex, gender identity, colour, religion, sexual orientation, or any other basis to apply.

United Way British Columbia acknowledges the homelands of the Indigenous Peoples of this place we now call British Columbia, and honours the many territorial keepers of the Lands on which we work.



## About UWBC

**Mission:** We strengthen vital connections that support people in need in our local communities.

UWBC serves over 4 million people every year and focuses on urgent response, children and youth, seniors, poverty, mental health, and food security.

### Core Values

- Collaborative
- Compassionate
- Strategic
- Responsive
- Accountable
- Inspiring

**Our vision** is to develop and support a healthy, caring, and inclusive community. To create that community, we help people with the following:

1. Mobilize their communities to address local problems in concrete ways.
2. Develop networks of residents and organizations to collaborate and build solutions to problems.
3. Inspire citizens and organizations to support United Way programs which improve lives.

More than ever before, BC communities need help addressing critical social issues. Working in BC's North, Interior, Lower Mainland, and Vancouver Island, United Way British Columbia exists to drive positive impact and lasting change. We strengthen vital connections that support people in need in our local communities.

## UWBC's History

Since 1930, United Way regional organizations in BC have been inspiring generations of people to contribute to programs that advance social equity at the local and regional levels. The United Way Centraide Canada movement, with a group of over 70 organizations across the country, is the second largest funder of social services after the federal government. Each United Way organization and Centraide is financially and operationally autonomous, yet linked to one another as a federation bound by common values.

United Way BC is not federated nor an “umbrella” charity; it seeks to target gaps and step up when there is a local challenge. Our work is fueled by strategic thinking, research, and powerful partnerships. These contributions help build a strong network of services, which in turn strengthens our community and changes people’s lives for the better.

## UWBC's Recent Achievements

- Since 2021, all eight United Ways across the province have come together (along with a merger with BC211) to create United Way British Columbia. We have scaled out impact programs across the province while retaining critical local programs. The strategic transformation was guided by a shared mission to strengthen vital connections over the long term to create healthy, caring, inclusive communities. By merging, the eight United Ways share resources and expertise across six regions of the province. The new model allows the organization to work as a cohesive advocate for programs that address challenges throughout the Province;
- More frontline impact work that started with Hi Neighbour, an initiative aimed at supporting neighbourhoods to enhance their resiliency by increasing social connection;
- A provincial Emergency Response program helping with COVID, wildfire and flood response;
- The expansion of our sector-strengthening work, like United Way’s Public Policy Institute and Leadership Fellows;
- A significant increase in our food security investment, leading to the development of provincially funded food hubs and the UW Food Link app to address the gap in getting culturally appropriate, nutritious food to people accessing our partner organizations;
- UWBC becoming a provincial leader in volunteer placement, launching iVolunteer to help corporate partners, local agencies, and community members make new connections; and,
- Increased government partnerships, diversifying our revenue and leading to three straight years of record funding for our community, reaching a new high of \$50.5M this past year.



United Way British Columbia serves over 4.5 million British Columbians, delivering resources and support to the people who need it most in the following focus areas:

- **Emergency Response:** Utilizing our extensive network of volunteers, partners, donors, and supporting agencies, we have organized strategic, rapid responses for the substantial challenges that affect our communities in reaction to needs as diverse as Wildfire, Flood, Ukraine, and COVID-19.
- **Food Security:** Almost 860,000 British Columbians live in food-insecure households. Through our Food Security Initiative, United Way is working to address British Columbia's growing and shifting food needs.
- **Seniors:** Through collaboration and engagement with the Community-Based Seniors' Services sector, we've developed a service model that is responsive, flexible and strong. This kind of intentional and ongoing community engagement ensures that our programs remain relevant and meaningful – reducing seniors' isolation and enhancing the quality of life for older British Columbians, their families, friends, caregivers, and allies.
- **Children & Youth:** We help kids and youth succeed by supporting local and provincial programs and initiatives in early childhood development, out-of-school time activities, and youth leadership. These programs include School's Out & School's Out Summer, Future Leaders, Youth Futures Education Fund, and the Child Safety Initiative.
- **Capacity Building:** We help businesses and non-profits discover their capacity to influence and create social good by connecting leaders with the resources they need to excel at what they do. Programs like the Public Policy Institute and Leadership Fellows are designed to help organizations grow with purpose and integrity while being fully supported.
- **Helpline Services:** We empower British Columbians by providing information about social, government, and community services through 211 British Columbia and Helpline Services.
- **Indigenous Priorities:** Recognizing the work of the Truth and Reconciliation Commission of Canada and learning from its lessons and calls to action is an important focus for United Way BC. We are committed to building respectful, reciprocal relationships with Indigenous Peoples and communities by honouring and supporting Indigenous values and self-determination.
- **Communities:** We support people at the neighbourhood and community levels to help them move from poverty to possibility while working with businesses to create a more just society. These include United Way's Hi Neighbour program, Period Promise, Poverty, and Emergency Transit Assistance Program.

Learn more about UWBC's impact: <https://uwbc.ca/our-work/>



**UWBC is guided by its 2023-2028 Strategic Plan, “Future United”.**

Future United is about setting up United Way British Columbia to leverage momentum from the transformational 2018-2023 Strategic Plan years and establishing the building blocks to become a leading modern charity in British Columbia and beyond. Its priorities include: Revenue Diversity; Leveraging our Data; Achieving Scale; Justice, Equity, Diversity and Inclusion; Reconciliation and Decolonization; and the Donor Experience.

## **Fundraising and Philanthropy at UWBC**

A hallmark of the United Way fundraising programs is that dollars raised locally stay local. We use our collective strength to diversify and multiply our revenue streams so that we can maximize our donors’ dollars to amplify our impact and help make our communities stronger, healthier, and more resilient.

Last year\* UWBC’s total revenue was \$47.8 million, of which \$27 million came from donors as follows:

- Workplace – Corporate \$5.8M
- Workplace – Employee \$9.0M
- Individual Giving and Direct Marketing \$6.0M
- Foundations, Bequests, Endowments, Other \$3.3M
- Donor External Designation \$2.9M

The balance came from government grants and other contributions (\$14.2M) and Investment income (\$6.6M).

United Way’s workplace campaigns are the backbone of United Way’s fundraising and are synonymous with what makes UWBC great. Campaigns make it easy for organizations, large and small, to make a big difference in their community. Over the years, the campaign model has evolved as donor and community needs have changed, with a growing emphasis on major gifts, for instance. We envision the CDO continuing this progress and evolution.

\* Year ended March 31, 2024

## The CDO Role

The CDO is responsible for all of UWBC's revenue generation activities and team, including but not limited to, the development of major gifts, workplace campaigns, corporate gifts and business development through prospect identification, qualification, cultivation, solicitation and stewardship of donors.

The CDO will develop and execute a comprehensive data-driven, multi-year fundraising strategy to support UWBC's mission and goals, with the goal of strengthening relationships with UWBC, resulting in increased giving.

The CDO will define and express the organization's value proposition to its constituent community, including donors, partners, and volunteers.

### Duties & Responsibilities

#### Revenue Generation

- Cultivate relationships with key donors, business leaders, partners, clients and volunteers to enhance UWBC's credibility in the community and secure resources and partnerships to deliver on the organization's vision and mission.
- Raise philanthropic revenue.
- Prepare for and facilitate meetings and presentations for donors and other partners.
- Speak on behalf of and represent UWBC publicly within the community where appropriate.
- Represent UWBC at various business community events.
- Establish and monitor performance measures and annual targets for revenue generation.
- Influence organizational culture by ingraining entrepreneurship to maximize revenue through the use of innovation, technology, sales, marketing, and fundraising strategy.
- Implement and lead a product development process - encouraging innovative approaches and ideas to bring new products to market, by leveraging customer/donor insights, inspiring continuous improvement and creativity.
- Maintain thorough understanding of the Salesforce fundraising program, and expand quantity of donors by leveraging the newly implemented Salesforce; Ensure the maintenance of timely and accurate donor records.

#### Leadership

- As a member of the SLT, actively participate in UWBC leadership activities and model UWBC-first behaviours.
- Set expectations and priorities for three direct reports and a total team of 25.
- Foster leadership, accountability, teamwork and innovation.
- Collaborate and communicate in a way that supports innovation and organizational effectiveness.
- Foster successful and strong relationships with UWBC lead volunteers, including but not limited to the Campaign Cabinet and Board members, as required.

### Operational

- Responsible for business planning, effective operations and performance management of the portfolio's departments.
- Build capacity to respond to new opportunities and evolve strategies and operations.
- Appropriately embrace risk, push boundaries and test thinking for leading-edge results.
- Prepare monthly analytics and reporting.
- Effectively support teams through change, apply change management leadership.
- Safeguard the integrity of the donor database by ensuring data entry in accounts, confirming accuracy and providing supporting documents.
- Perform other duties related to the qualifications and requirements of the role.

## **Qualifications & Requirements**

### Education & Experience

- Significant years of proven fundraising success and team leadership in the not-for-profit sector, including donor cultivation, solicitation, stewardship and donor base growth.
- Expertise in designing and delivering user/customer/constituent experience strategies.
- Success in building and leading diverse, high-performance revenue-generating teams.
- Demonstrated experience managing the full product development lifecycle, including concept development, financial planning and analysis, costing, resourcing, and operations.
- Technical expertise to oversee and direct fundraising channels and the business acumen to introduce and manage related initiatives.
- Bachelor's degree in business or marketing, or equivalent combination of relevant education and work experience.
- CFRE designation is a strong asset.

### Skills

- Strong leadership skills with superior people management skills, organizational talent and team building expertise.
- Experience working in a unionized environment would be a strong asset.
- Exceptional communication skills coupled with the ability to proactively engage people to understand their needs and expectations.
- Outstanding interpersonal skills; collaborative and consultative management style.
- A strategic thinker who can successfully initiate, lead and drive change in an organization.
- Strong analytical skills, with the ability to interpret data and garner insights to facilitate quality improvements.
- Proven ability to manage projects and deliver on commitments with respect to cost objectives, schedules, and capabilities.
- Strong business acumen, with an inherent ability to understand the industry market and business conditions, budgets and P&Ls, as well as the impact of new product development activities.
- Exercise a high level of tact and discretion in all interactions.

### Working Conditions

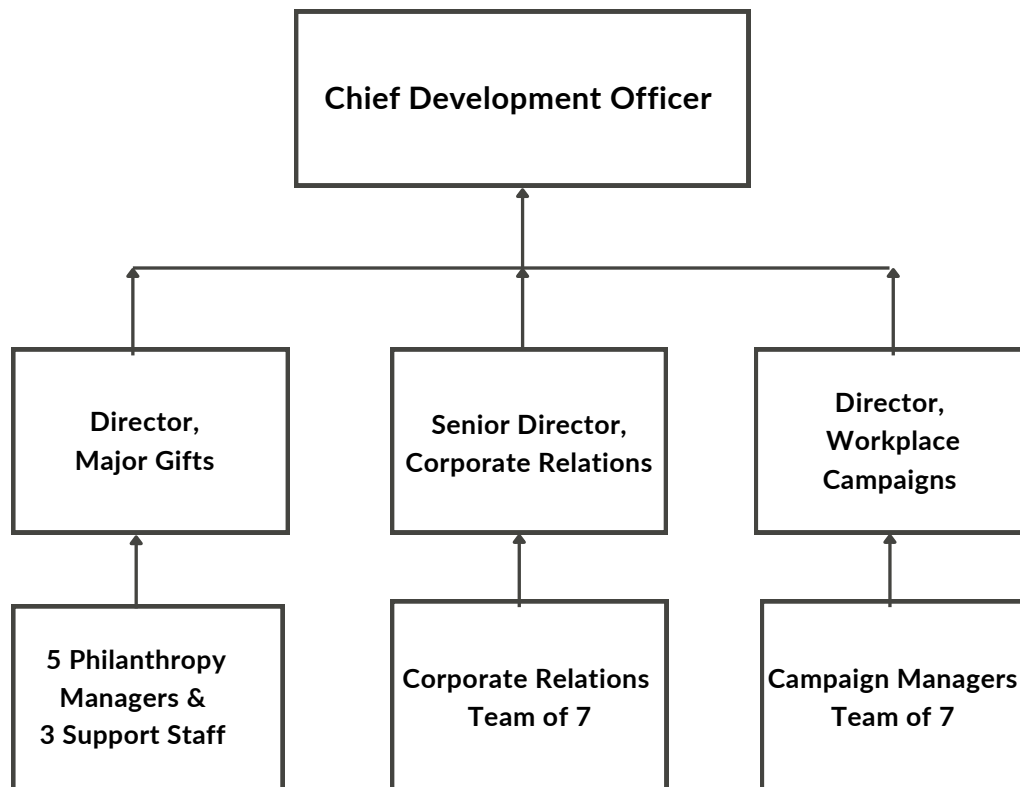
- Requires a valid driver's license and access to a vehicle.
- Occasional travel required.
- Time outside of business hours to attend meetings and events.

### Key Characteristics

To be successful at UWBC and in this role, certain demonstrable characteristics will be required:

- A commitment to building healthy, caring and inclusive communities, internally and externally.
- Embodying the organization's core values to be collaborative, compassionate, strategic, responsive, accountable and inspiring.
- Ability to navigate ambiguity and comfortably operate within it.
- Drive to succeed as an individual and as a team member.
- Charisma and exceptional negotiation skills to best represent UWBC with donors and the community at large.
- Highly relational; a true commitment to building and maintaining close relationships with donors, prospects, and key volunteers.
- Exceptionally collaborative to integrate and partner with UWBC partners and subject matter experts.
- Self-sufficient, autonomous, relentless; a persistent and goal-driven personality.

## **CDO's Organizational Chart**



## Michael McKnight

President & Chief Executive Officer



Michael McKnight is a visionary leader in the not-for-profit sector, celebrated for his unwavering dedication to community service. As President and CEO of United Way British Columbia, Michael has been the driving force behind the organization's transformative impact agenda, championing a healthier, more caring, and inclusive community.

Under his dynamic leadership, United Way has successfully raised over \$1.5 Billion dollars, fueling essential services across British Columbia.

Michael's innovative approach led to the seamless amalgamation of twelve United Way entities into a unified United Way British Columbia (UWBC), revolutionizing the delivery of social services and fortifying community bonds throughout the province.

Beyond his pivotal role at United Way, Michael is a certified corporate director and has made significant contributions to numerous charitable organizations. His distinguished positions include Vice Chair of the YMCA of Burlington-Hamilton and Co-Chair of the Vancouver Fireworks Festival Society, which dazzles audiences with the world's largest annual offshore fireworks competition.

Michael's academic journey is rooted in social responsibility, holding undergraduate degrees in social work and communications from Carleton and York Universities, and a Master of Management in Non-Profit Management from McGill University.

Pronouns: He/Him/His

To learn more about Michael, listen to an interview with him here:

[Interview with Michael McKnight](#)



## Navigating complex challenges for social profits

The Discovery Group is an international consulting firm dedicated to the social profit sector. We believe that social profit organizations can change the world. Since 2017 it has been our mission to help social profits across the globe achieve their vision and elevate community impact. We work side-by-side with our clients to help them envision change, determine how to make it happen, and put the necessary tools and skills in place for success.

[www.thediscoverygroup.ca](http://www.thediscoverygroup.ca)

