



United Way  
Regina

Strategic Plan: Mission 2021

# Closing the Gap







## Our Mission

Ignite the desire in everyone to improve lives by mobilizing our community for lasting social change

## Our Vision

To build a strong, caring community where everyone has the opportunity to live a good life

## Our Values

- Demonstrate trust, integrity, respect, inclusivity and transparency
- Energize and inspire volunteerism and volunteer leadership
- Endorse innovation, partnerships and collective action
- Provide non-partisan leadership
- Embrace diversity

# #UNIGNORABLE ISSUES.

To tackle the most challenging issues, UWR is further adapting for even greater results.

In Saskatchewan, 1 in 4 kids live in poverty. Every day, people across our community struggle to build better lives for themselves and their families. These challenges are magnified by complex social issues - including poverty, food insecurity and inequity - and impacting education, health and economic outcomes.

Indigenous children are more than twice as likely to live in poverty. The poverty rate for SK First Nation children on reserve is second highest in the country at 69%. Regina and Saskatoon have the 2nd and 3rd highest Indigenous child poverty rates of 41% and 39% respectively.\*

Indigenous people represent the youngest and fastest-growing demographic in SK. We have an opportunity to break the cycle of poverty so that we do not deprive yet another generation.

To achieve better results, we need to listen to those we aim to serve. Our efforts and actions will be guided by the Truth and Reconciliation Commission's (TRC) principles.

## Our Commitment

Our Board of Directors is committed to embracing the TRC's Guiding Principles as the foundation of our strategic plan and future success. For a complete list, see page 4.

\* Source: Statistics from Canadian Centre for Policy Alternatives (CCPA)



# Truth & Reconciliation

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The Truth & Reconciliation Commission believes that the following guiding principles of truth and reconciliation will assist Canadians moving forward:

- 1.** The United Nations Declaration on the Rights of Indigenous Peoples is the framework for reconciliation at all levels and across all sectors of Canadian society.
- 2.** First Nations, Inuit, and Métis peoples, as the original peoples of this country and as self-determining peoples, have Treaty, constitutional, and human rights that must be recognized and respected.
- 3.** Reconciliation is a process of healing relationships that requires public truth sharing, apology, and commemoration that acknowledge and redress past harms.
- 4.** Reconciliation requires constructive action on addressing the ongoing legacies of colonialism that have had destructive impacts on Aboriginal peoples' education, cultures and languages, health, child welfare, administration of justice, and economic opportunities and prosperity.
- 5.** Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Aboriginal and non-Aboriginal Canadians.
- 6.** All Canadians, as Treaty peoples, share responsibility for establishing and maintaining mutually respectful relationships.
- 7.** The perspectives and understandings of Aboriginal Elders and Traditional Knowledge Keepers of the ethics, concepts, and practices of reconciliation are vital to long-term reconciliation.
- 8.** Supporting Aboriginal peoples' cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and connections to the land into the reconciliation process are essential.
- 9.** Reconciliation requires political will, joint leadership, trust building, accountability, and transparency, as well as a substantial investment of resources.
- 10.** Reconciliation requires sustained public education and dialogue, including youth engagement, about the history and legacy of residential schools, Treaties, and Aboriginal rights, as well as the historical and contemporary contributions of Aboriginal peoples to Canadian society.





## Our Strength

For radical results, we need to utilize our greatest strength. United Way will unite more people and partners with their passion for doing good in order to change the odds for kids in our community.

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## Our Aspiration

To disrupt intergenerational poverty by improving educational outcomes, allowing low-income children to have success in school and life.

# Pulling Together



## **Pushing Our Limits.**

United Way Regina will set a target of inspiring 10,000 donors and volunteers annually to support of our community goals. In addition, we will push ourselves to focus on building individual relationships and expand our reach.

We will prepare to expand our community impact goals to ensure progress is made on the Campaign for Third Grade Reading in Regina and 211 SK provincially.



# People, Purpose and Passion

## **Bold.**

We will lead with intent, diversify our base of supporters and identify new leaders to champion our cause. We will seek mutually respectful relationships to address poverty and racism in our community.



## **Innovative.**

We will adapt for our hyper-connected world. Digital technology has revolutionized philanthropy. Our donors' expectations have changed as they want to be more actively involved in social change.



## **Adaptive.**

We will be agile and seize opportunities. We will bring together diverse leaders working across disciplines – health, family and community support, and early learning and education; across sectors and systems.



# It's Our Moment.

It's time to build on our momentum and scale up our efforts. Too many kids are still arriving to school without the skills needed, fall further behind and miss the critical milestone of reading proficiently by third grade. Reading well by the early grades predicts a child's academic and career success.

Research shows improving third grade reading takes a coordinated birth-through-age-eight approach that focuses on children's health and development, families and communities and high quality learning environments with regular attendance. It takes aligned policies, practices and investments all working toward a common vision.





# Measure of Success Framework



# How We Will Work

A more concerted effort is required to listen, learn and be increasingly responsive and relevant in meeting the changing needs of those we aim to serve in our community.

- **Data-driven, research based.** We will improve decision-making and performance by utilizing data and research to inform our investment practices.
- **Actionable.** We will create more opportunities for businesses, donors, volunteers, advocates and partners to be involved in community planning and action.
- **Impactful.** We will further refine our goals, targets and measurements to better demonstrate our ability to impact the lives of a number of Regina children and families.
- **Easily communicated.** We will further improve our abilities to communicate easily and often the value of our work.
- **Decrease inequities.** We will further reduce gaps and inequities to create a more inclusive community for all. We will listen and learn about the needs, hopes and dreams of those we aim to serve.

## What Our Supporters Are Saying

United Way Regina's stakeholders suggest that we focus on six key areas:

- **Mindset:** shift to embrace change; make the tough decisions; innovate and pursue our bold goals
- **Adaptive Business Model:** focus on relationships; ensure investments and strategies align for greater results
- **Capacity:** invest the necessary resources for change management
- **Fundraising:** gain the new skills relevant right now; diversify fundraising channels
- **Engagement & Communications:** build 1:1 communication with donors; scale up participatory engagement activities; increase dialogue and listen to the voices
- **Collective Impact:** stay the course with collective impact work; invest in collaboration; align program and community outcomes





# Our Focus Areas

United Way Regina works locally to build a strong, inclusive community for all. We will continue to streamline and align our investments and actions for better results.

## Helping kids be all they can be.

Brains are built, not born. Everything a child experiences from birth impacts that child's ability to fulfill his or her potential. Reading proficiency by third grade is a key predictor of future success. To improve future high school graduation rates, we aim to invest now to ensure more children read proficiently and have school success.



## Moving people from poverty to possibility.

1 in 5 children in SK experience food insecurity. Child hunger is a significant barrier to learning. To put kids on the right path for success, we aim to reduce the number of stressful events like going to school hungry and provide better support to families.



## Building strong, inclusive communities.

We will leverage mutually beneficial partnerships, align resources and co-create strategies by adopting a Nothing about Us, Without Us approach to our work.



# Community Goals Summary

## All That Kids Can Be

On-track development of early language skills, being ready for kindergarten, and achieving expected reading growth in the early grades (K-3) are critical developmental milestones on the pathway to reading by the end of third grade.

### Early Language Skills

% of children on track for language skills at 24, 36, 48 months

### School Readiness

% of children developmentally on-track at kindergarten entry

### Reading Growth

% of children meeting expected growth in reading and reading proficiently by 3<sup>rd</sup> grade

## Poverty to Possibility

Good physical and emotional health helps ensure children are successful learners. Children's development during the first eight years of life is strongly affected by their health and environment.

### Food Security

% of children and youth served by nutritional programs

### Positive Physical & Mental Health

# of children served by physical and mental health initiatives

## Strong Communities

Coordinate information and referral services, helping individuals and families navigate our complex systems and gain access to appropriate supports.

### Early Intervention

# of individuals receiving information and referral services with 211 SK

### Crisis Intervention

# of individuals referred to Mobile Crisis Intervention Services



# Understanding Our Community

## All That Kids Can Be - Early Years

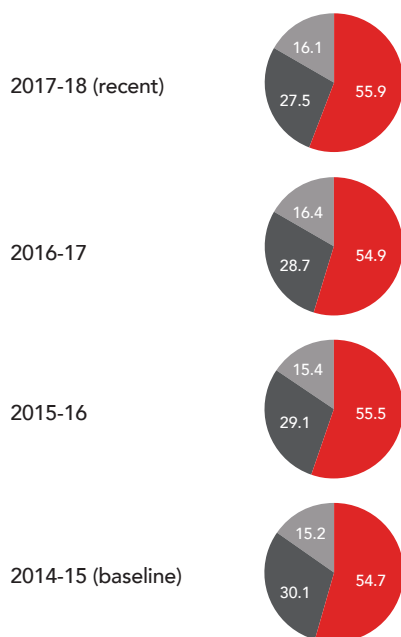
### Community Level Goal:

More children are ready for school at kindergarten entry

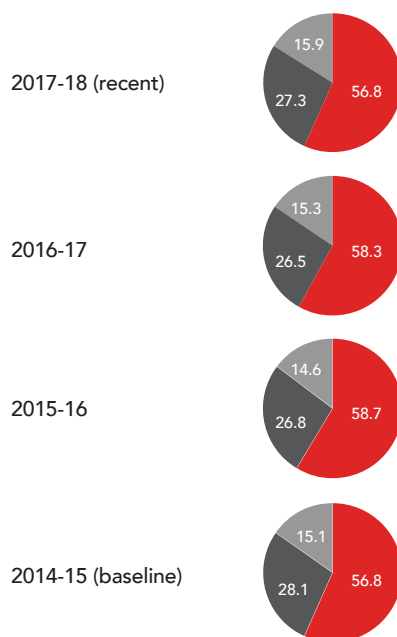
### Local Trends

**The Early Years Evaluation – Teachers Assessment (EYE-TA)** is a readiness screening tool that provides information about a child's development and learning, with a focus on reading readiness skills. The following shows children's overall EYE result (%) at kindergarten entry in the City of Regina compared with Saskatchewan from 2014-2015 (baseline) through 2017-2018.

#### City of Regina



#### Saskatchewan



### United Way Target

Increase the % of children completing developmental tasks without difficulty:

**+ 2% by June 30, 2021**

# Understanding Our Community

## All That Kids Can Be - Third Grade Reading

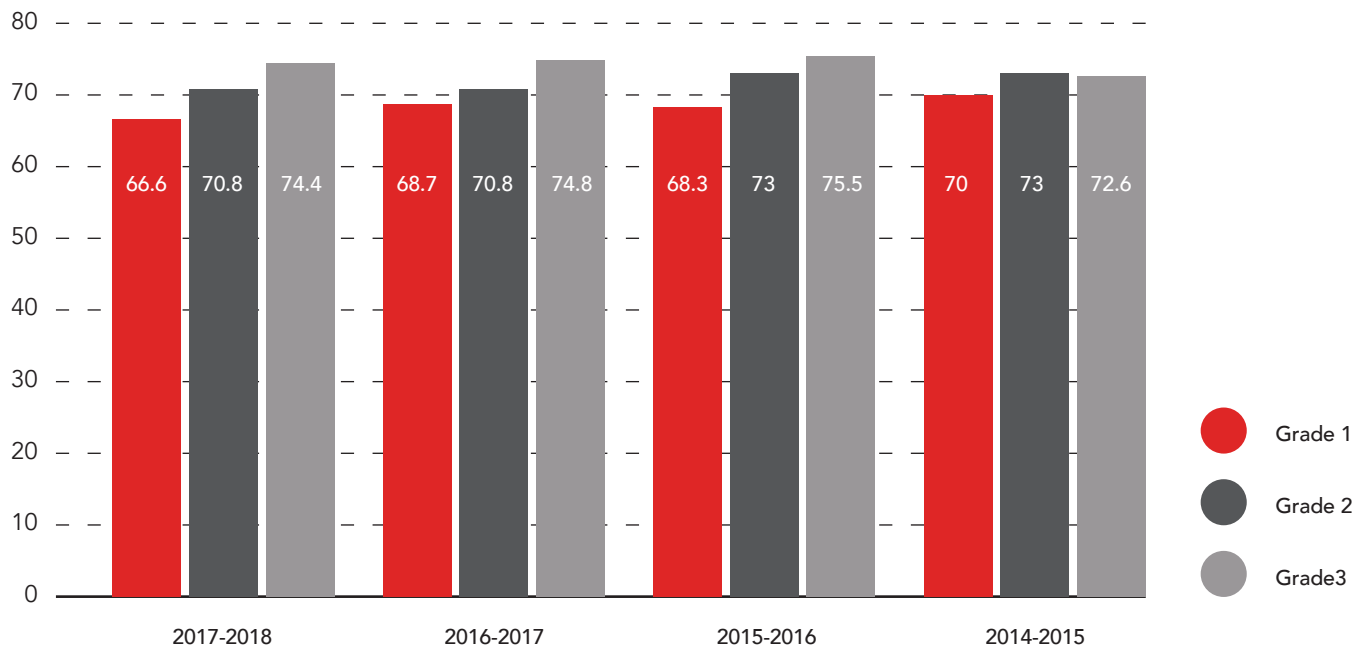
### Community Level Goal:

More children are At or Above the Reading Level Benchmark by Third Grade

### Local Trends

The following chart reflects levelled reading assessments submitted to SK Ministry of Education by the two largest school divisions in the City of Regina at the end of the school year for four consecutive years.

#### Students Reading At or Above-Grade Level - City of Regina



### United Way Target

Increase the % of students reading  
At or Above Grade Level:

**+ 2% by June 30, 2021**



# Understanding Our Community

## All That Kids Can Be - School Attendance

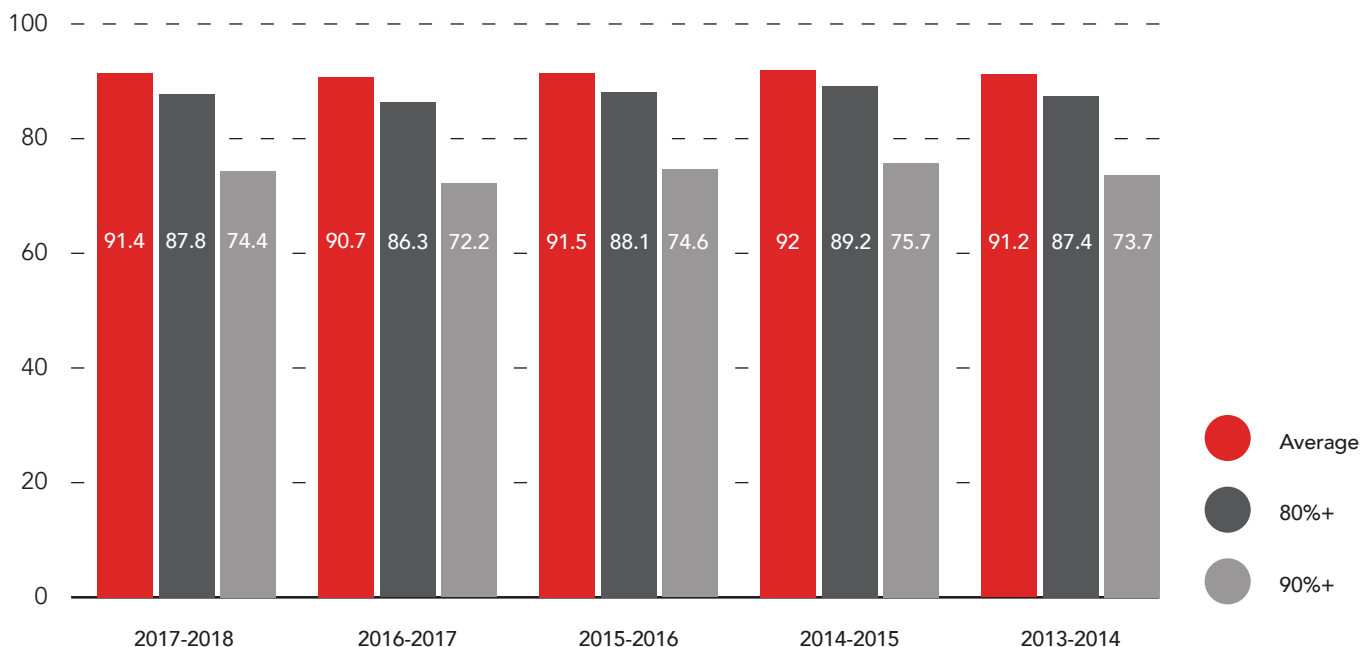
### Community Level Goal:

More students, families and the community understand missing school directly affects third grade reading rates and leads to chronic absence in later grades

### Local Trends

The following graph shows the yearly attendance results for Kindergarten to Grade 3 students in the City of Regina for the previous five years.

#### K-3 Attendance, City of Regina, 2014-2018



### United Way Target

Increase the percentage of students with at least 80% Attendance:

**+ 2% by June 30, 2021**

# Understanding Our Community

## Poverty to Possibility

### Community Level Goal:

More children and their families are food secure, helping to reach developmental milestones, improve health and academic performance

## Local Trends

### Hunger Count 2018

**19,145** Total Number of All  
Visits to Food Banks  
by children in SK

**38,610** Total Number of Visits  
to Food Banks in SK

### Regina Education and Action on Child Hunger (REACH) Source: 2017-2018 Annual Report

**495,500** meals

**14,243** Good Food Boxes and  
Family Baskets

**1,793** children participated in  
cooking classes

### Age Categories Served as % of Total, by Age Group

All of Saskatchewan

**43.5% from 0 to 17 years**

### Regina Food for Learning Source: Website

Serves on average **11,500** lunches, breakfasts  
or snacks to **935** students monthly

## United Way Target

Increase the # of students and families  
with access to nutritional food:

**5,000 served by June 30, 2021**

# Understanding Our Community

## Strong Communities

### Community Level Goal:

More people have access to information and referral to services, improving emergency and non-emergency service coordination

## Local Trends

### 211 SASKATCHEWAN

2018 unique visits to 211 SK website:

**118,791**

2018 search sessions on 211 SK website:

**145,603**

### Mobile Crisis Intervention Services

**1,473**

individuals were connected to the services they needed

**905 of 916**

clients found service helpful

**904 of 916**

individuals received support to find safe shelter

## United Way Target

Increase the percentage (%) of users/clients finding the services they need:

**+10% by June 30, 2021**



# Revenue to Drive Impact

## Revenue Targets

YEAR	CAMPAIGN REVENUE	OTHER REVENUE	TOTAL
2018-2019	\$3,100,000	\$900,000	\$4,000,000
2019-2020	\$3,150,000	\$1,000,000	\$4,150,000
2020-2021	\$3,200,000	\$1,100,000	\$4,300,000

## Revenue Goals

Maintain Campaign	Grow Giving	Revenue Diversification
Improve individual account service	Increase the number of major gift prospects	Identify and apply for an increased number of grants
Establish baseline of donor interests	Increase participation in affinity groups	Cultivate relationships and support corporate social responsibility goals
Increase leadership donations	Increase direct mail solicitations	Focus on cause-related marketing
Increase e-pledge campaigns to modernize	Increase awareness of Planned Giving	Implement stewardship and recognition strategy
Increase retention rates	Expand the portfolio of products	Increase marketing efforts to better promote sponsors
Maintain resources under management		

Highly Engaging Experiences & Compelling Digital Content

## Governance & Strategic Leadership

Talent Management	Diversity & Inclusion	Future State Planning
Review talent management strategy, assess internal capacity and identify skills needed for future success	Deepen our relationships and commit to better understanding those we aim to serve	Gather local research, listen and learn about community needs and adapt to serve more people in SK



**United Way Regina works  
locally to build a strong,  
inclusive community for all.**







**United Way**  
Regina

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