



UNITED WAY HASTINGS AND PRINCE EDWARD

Strategic Plan

April 1st, 2017 to March 31st, 2020

United Way Hastings and Prince Edward

Strategic Plan

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STRATEGIC DIRECTIONS

VISION	
<i>Our community is a great place to work, live and play when all people, through caring and generosity, have access to meaningful opportunities</i>	
MISSION	
<i>To improve lives and build community by engaging individuals and mobilizing collective action.</i>	
Strategic Direction - Ensure financial sustainable growth with a multiyear focus	
Strategic Priority	Our Success
Growth in Revenue	
Resource development	
Strategic Investment	
Strategic Direction - Employer of choice	
Strategic Priority	Our Success
Engaged work force	
Staff Recognition	
Strategic Direction - Strengthen the network of partners	
Strategic Priority	Our Success
Ensure Impact based on the three pillars <ul style="list-style-type: none"> - All that Kids can be - From Poverty to Possibility - Strong Communities 	
Develop new partnerships	
Strategic Direction - Charity of Choice – capturing the hearts and minds of people.	
Strategic Priority	Our Success
Invest in Marketing and Public Relations	
Trusted in creating Community Impact	
Strategic Direction - Provide opportunities for individuals	
Strategic Priority	Our Success
Donors	
Volunteers	
Community at Large	
Strategic Direction - Understand our communities	
Strategic Priority	Our Success
Develop robust analytic systems	
Create an entrepreneurial culture	
Strategic Direction - Ensure Excellence in Governance	
Strategic Priority	Our Success
Invest in Board Development	

Appendix One

Strategic Planning Session Notes July 7th and 8th, 2017

Expectations from the Participants

Each participant was asked, what would you like to walk away with at the end of our time together? The following are the Board expectations for the session:

- Understand where we are going
- UWC – What is our Part?
- Get to know each other better
- Come out with a bold plan and clarity
- Do what we need to do (clean and simple)
- How we are measured by community impact
- Resonate with the community
- Stay at the governance level
- Enthusiastic and emotionally connected
- Use language that is understandable (Tim Horton's language)

Vision HPE

With input from the participants the current Vision was revised to capture the following as the go forward Vision statement for HPE.

Our community is a great place to work, live and play when all people, through caring and generosity, have access to meaningful opportunities

Mission HPE

The Board decided to adopt the UWC Mission as the go forward Mission for HPE.

To improve lives and build community by engaging individuals and mobilizing collective action.

Values

The Board reviewed the values statements of UWC and modified them slightly to the following:

- Demonstrate trust, integrity, respect, accountability and transparency
- Energize and inspire volunteerism and volunteer leadership
- Champion Innovation, partnerships and collective action
- Provide non-partisan leadership
- Embrace diversity and inclusion

Advocacy Discussion

The following information are some thoughts on advocacy:

- Community Impact Strategy – to make a difference through the three pillars
- Participation in community roundtables
- A multiplier effect e.g. homelessness
- Risk averse (maintain good relationship with donors)
- Draw the line to define what advocacy is
- Act on evidence
- What will we not do?
- Where does the advocacy cause fit?
- Impact made
- Thought leaders
- Allocations – strategic funding
- Catalyst for change
- Beyond funding agency
- What's the problem?
- Identifier of need

Strategic Directions Discussions

The following information captures the essence of the strategic directions. There are seven (7) Strategic Directions which are as follows:

1. Be employer of choice - engaged work force who are recognized and respected
2. Strengthen the network of partners – measurement of need based on the three pillars
3. Ensure financial sustainable growth with a multiyear focus on
 - a. growth in revenue,
 - b. resource
 - c. investment
4. Provide opportunities for individuals – donors and volunteers
5. Ensure Excellence in Governance
 - a. Board development
6. Understand our communities
 - a. develop robust data base,
 - b. be entrepreneurial
7. Be Charity of Choice – capturing the hearts and minds of people.
 - a. Must spend money to make money – marketing and branding
 - Ensure board gets the right information
 - UWHPE is viewed as an authority in raising funds and investing funds in the community

Appendix Two

Participant Information Package for UWHPE Strategic Planning Session July 7th and 8th, 2017

The following information will assist participants in coming prepared to the Strategic Planning session that will be July 7th 5 p.m. to 9 p.m. and July 8th 8 a.m. to 12 noon.

Context for UWHPE Board Strategic Planning Session

The board will work as a committee of the whole where-by the focus of interest is for the UWHPE understanding that all Board members are equal and do not represent any interest group. In keeping with best practice governance, the board is responsible for setting the strategic direction. Everyone's voice and perception is important. The staff had input into the process on June 5th and their SWOT analysis and input into the current strategies is in Appendix A of this package. The staff information will be helpful when debating and developing the strategic priorities to move forward.

Outline for the Strategic Planning Session

	July 7th Outline
Time	Activity
5:00 – 5:10	Introductions, expectations for the session
5:10 – 6:00	Mission, Vision and Values discussions
6:00 – 6:30	Dinner
6:30 – 7:00	Decision on Vision, Mission and Values
7:00 – 7:45	Discussion on Advocacy
7:45 – 8:00	Break
8:00 – 9:00	Brainstorm the go forward strategic priorities for Strategic Direction – Mobilize Resources
	July 8th Outline
8:00 – 8:15	Check-in from July 7 th discussions – any new thoughts
8:15 – 9:15	Brainstorm the go forward strategic priorities for Strategic Direction - Engagement and Mobilization of Community
9:15 – 10:00	Brainstorm the go forward strategic priorities for Strategic Direction - Investment Impact (Planning for Impact)
10:00 – 10:15	Break
10:15 – 11:00	Brainstorm the go forward strategic priorities for Strategic Direction - Excellence in Performance
11:00 – 11:45	Brainstorm the go forward strategic priorities for Strategic Direction - Leadership in Governance
11:45 – 12:00	Wrap-up

For Discussion and Decision

The Mission Context:

The mission is the work that UWHPE will do. Mission does not speak to how the work will be done. UWHPE uses the UWC brand which means UWHPE's Mission must be in sync with UWC Mission.

UWC Mission - To improve lives and build community by engaging individuals and mobilizing collective action.

UWHPE Mission - To provide leadership in a collaborative manner with our Funded Agencies and others to increase the capacity of our community to respond to human service's needs.

For discussion and decision –

Should UWHPE adopt the UWC Mission verbatim? What are your thoughts? How would this Mission fit for UWHPE? What words speak to the work of UWHPE?

OR

Should UWHPE write its own Mission that is in sync with the UWC Mission? What are your thoughts? If so, what words in UWHPE current Mission speak to the work of UWHPE and are in sync with UWC Mission?

Vision

Vision means you have an inner calling, something within that needs to be intentionally identified and stated. It defines how we continue our strengths, our needs and our intentions with enjoyable and fulfilling pursuits. *(Taken from the Legacy Leadership Institute Learning Journal Page 87).*

The current Vision of UWHPE is:

Our community is a great place to work, live and play because all citizens, through the caring and generosity of its members, have equal opportunities and access to human services and development.

1. What key words in the current vision statement speak to UWHPE's passion desire and future that are in keeping with UWC Mission?
2. What words would you add if any?
3. What words would you take away if any?

Values

Organizational values provide a framework on what behaviour is expected to be lived out by its board, staff, volunteers in dealing with its donors, partners and community. The values of United Way Centraide are:

- 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

Question – Should UWHPE adopt UWC’s values verbatim?

OR

Should UWHPE Use UWC’s values as a launch pad and develop their own values?

If so what values would you suggest for UWHPE?

Advocacy

Advocacy is defined as – the act of pleading or arguing in favour of something, such as a cause, idea, or policy seeking active support.

This topic will be discussed to identify guiding principle’s on how UWHPE will address advocacy, what type of advocacy UWHPE will be involved in to live within UWHPE’s Vision, Mission and Values.

1. Reviewing the above definition of advocacy – what does it mean for UWHPE?
2. What is the strategic priority for advocacy?
3. Through what lens do we view advocacy?

Question:

Moving forward what does this mean for Board, Staff, Volunteers and Donors?

The current Strategic Directions will remain in place for the next three years and the Strategic Priorities will be brainstormed and explored at the board strategic planning session.

United Way of Quinte

Strategic Plan April 1st, 2015 to March 31st 2017

Strategic Direction – Mobilization of Resources	
Strategic Priorities	Our Success
Annual Fundraising Plan	Meet annual campaign goal Increase in Sector and Division participation
Enhance and expand our relationship with donors, volunteers, stakeholders, corporate and community partners	Increased measurable awareness and support for United Way
Strategic Direction – Engagement and Mobilization of Community	
Strategic Priorities	Our Success
Implementation of new funding model	Evidence that organizations receiving funding are having measurable impact.
Invest in Community Roundtables that are aligned with our CI Pillars and Priorities and Advocacy Policy.	Measurable evidence that indicates successful outcome from working collaboratively
Strategic Direction – Planning for Impact	
Strategic Priorities	Our Success
Identify and engage with not for profit organizations we currently fund and don't yet fund within each CI Pillar	These Organizations will understand the CI strategy that impacts them and our role in advocating for change.
Informed of and engaged with United Way Provincial and National Advocacy issues.	Board is knowledgeable of Provincial and National issues and how they relate and/or align with our advocacy initiatives.
Strategic Direction – Excellence in Performance	
Strategic Priorities	Our Success
Develop and implement a risk management plan	Potential risks are mitigated with no loss of reputation.
Strategic Direction – Leadership in Governance	
Strategic Priorities	Our Success
Review Vision and Mission	Aligned with local, regional, provincial and national UW focus
Name Review	Name is representative of the jurisdictions we service/fundraise in and for
Define what advocacy means for United Way Quinte.	Staff members will understand their advocacy role and that it must be aligned with Board Policy and Directions
Enhance Governance practices and procedures	Implementation of Governance best practices

Appendix A

United Way Hastings Prince Edward Staff Input into the Strategic Planning Process

The following information consists of the staff's view of UWHPE – Strengths, Weaknesses, Opportunities and Threats along with their comments on the current Strategic Directions and Strategic Priorities.

Strategic Direction – Mobilization of Resources

There were no suggestions for Strategic Direction mobilization of resources.

Strategic Direction – Engagement and Mobilization of Community

Engagement and Mobilization of Community the staff are suggesting dropping implementation of new funding models and call it funding models. The staff are suggesting the success would be core and/or project funding.

Strategic Priority - Invest and engage in community rather than community round tables. This broadens the focus to the whole community as round tables represent areas of interest in the community.

Strategic Direction – Planning for Impact

Identify and engage with not for profit organizations we currently fund and don't yet fund within each CI Pillar – the staff are suggesting adding “**and link to Campaign**”.

Strategic Direction – Excellence in Performance

As strategic priorities, the staff are suggesting adding – staff development; investing in infrastructure – tools of the trade; invest in human capital – getting the right skill mix to optimize the UWHPE's impact; accreditation with Imagine Canada sets a standard of performance; best practice standards of excellence – develop some from UWHPE experience, adopt some from UWC or other UW's.

Strategic Direction – Leadership in Governance

There were no comments from the staff for this strategic direction.

The following facilitated session with the staff on Strengths, Weaknesses, Opportunities and Threats will provide the Board with a sense on how the staff see UWHPE.

Strengths
Strong National Brand that is relevant to UWHPE
Our people – Donors, Volunteers, Board and Staff
Committed optimistic passionate staff that know the community and the social issues. Staff are creative and committed to the cause and the community.
Funds raised stay local to HPE
We use a collaborative approach in the community to resolve issues – e.g. suicide prevention. Have built strong partnerships with organizations to enhance community development. UWHPE convenor/facilitator is not always the leader we work collaboratively and are able to let go to get traction. The community turns to UWHPE when a need arises.
Our Mandate is clear to impact the community through funds raised and invested in organizations that serve – All that Kids Can Be, From Poverty to Possibility and Strong Communities.
Agencies we fund have impact in our community.
We have Innovative Funding models that support the investment in community organizations. For example, the EC – Impact online application for organizations applying for funding has streamlined the process.
Its OK to fail and learn from it – seen as developmental
We mitigate risk by being involved with our community partners.

Weaknesses
Technology and Infrastructure investments are required e.g. Enterprize Resource Program’s which are systems to interface – donors with our accounting systems will help enhance knowledge of donor base.
Look to UWC before we change something – be informed on what UWC is doing to help us.
Current Office location is off the beaten path – lack of Brand visibility
Current Budget preparations are tied to old ways of doing business – need to explore innovative ways that reflect areas of growth in investment and community need
Human capital with specialized skill sets will be required as the demographics of the community and donors change.
Board member profiles on the website are lacking – showcasing board member profiles would increase our organizational profile in the community
Investment in education for Board, Staff and Volunteers
Policy compliance with UWC for using their brand e.g. audits
Geography – HPE consists of diverse population demographics spread over a large geographic area. Our current focus is Belleville, what about other communities in HPE? How to gain influence in communities that are not yet strong supporters of UWHPE.

Opportunities
Communication Plan that is intentional
Take time to Celebrate successes
Partner with the municipality e.g. Casino Funds
Leverage relationships we have with partners, donors etc.
Community Impact interface with fundraising and campaign
Back office functions – amalgamate with other UW’s in the area can also be a threat
Planned giving and major gifts
Partner more globally e.g. Red Cross
Utilize opportunities in social media
Product Development to attract new donors
Volunteer engagement – give more ownership in their role and appreciation
Culture of Learning Organization – what has worked? What hasn’t worked?

Threats
UW Discussions are happening across the province about amalgamating back Office functions such as accounting with other smaller UW’s to reduce overhead costs. This could have significant impact on local donors that may perceive their donations are going to support jobs in other communities.
Competition with other fundraising events, special events and gala’s
HPE – housing crisis and increasing cost of housing may impact available funds that donors have to give
Shelter being built – Social pressures on community and increased competition for donor dollars.
Proctor and Gamble a significant donor. The Brockville Closure what is the impact?, What is the likelihood of something similar happening in Belleville?
Donors can give online to many different charities – competition for donor dollars.
Organizations that serve community have had their funding cut will turn to UWHPE for help
Advocacy from other organizations for the same donor and resource pool