



Strategic Plan 2013 – 2018
A Living Document



Acknowledgements

The YWCA Strategic Plan is the product of two comprehensive stakeholder surveys, Conversation Café discussions (with board, staff and partners) and a Planning Retreat with board and management. The report has been prepared by D'Arcy Farlow with the Centre for Community Based Research (Liliana Araujo and Jennifer Walker) and in partnership with the YWCA Strategic Planning Committee. Committee members include: Elizabeth Clarke, Mandy Dennison, Jennifer King, Jasmine Mangalaseril, Cathy Middleton and Keri Buck.

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About The YWCA Kitchener-Waterloo

The YWCA Kitchener-Waterloo is a charitable organization that has provided essential programs for women and children in the community since 1905. Today's programs and services encompass childcare, youth recreation, emergency and supportive housing for women, prison-based counseling, and speaking out on issues that affect women and families. They include:



- Homelessness and housing programs (e.g. Mary's Place, Lincoln Road, Next Door)
- Psycho-education support programs (e.g. Survivors of Abuse and Trauma)
- Community outreach program
- Early childhood education programs (e.g. licensed daycare programs, LINC Kids)
- Youth development programs (licensed youth programs)
- Summer camp
- Annual conference for girls

The YWCA Kitchener-Waterloo is one of the largest social service agencies in Waterloo Region, and one of only a handful of multi-service agencies. The organization is the largest provider of shelter and supportive housing services and the fourth largest provider of childcare services. The YWCA is one of a couple of agencies that provide programs at Grand Valley Institution for Women and the only **LINC Kids** provider in Kitchener-Waterloo. While many organizations offer a summer camp, the YWCA's is one of a few that are OCA certified and accept children who are subsidized. Additionally, the YWCA provides rental space and "back office" services on a cost recovery basis to small and start-up not for profits. The YWCA has a staff of approximately 150 and is committed to providing high quality, accessible customer service to clients, visitors and members of the community.

The annual operating budget is approximately **\$6 million dollars**.

In 2012, the YWCA decided to embark upon a new strategic planning process. The aim was to build upon strengths, identify and align with current opportunities and trends, create a compelling vision, and design an effective strategy for the future.

YWCA Kitchener Waterloo Strategic Planning: Survey Highlights

Methodology

- Two online surveys for stakeholders
- ❖ First survey was qualitative (19 respondents)
- ❖ Second survey was quantitative (25 respondents)
- ❖ Respondents included: YWCA Staff; Funders; Government; Community Partners; Foundations; Educational Partners; Community Members; Board members; etc.

Internal Strengths and Assets

- ❖ Excellent programs
- ❖ Advocacy for social justice
- ❖ Commitment to women's issues and person centered support
- ❖ Dedicated and compassionate staff, volunteers and Board
- ❖ Collaborative community leadership
- ❖ Strong Board of Directors

Emerging Opportunities

- ❖ Increasing demand for YWCA services and programming (and with new populations such as immigrant/newcomer women and *tweens*)
- ❖ Developing more partnerships and collaboration with community agencies/groups
- ❖ Advocacy and community education

Mission Statement

- ❖ Vast majority (approx. 80%) believe current mission statement still rings true for the YWCA
- ❖ Suggestions: Review wording: "at critical turning points" (e.g. child care is everyday need) and "women and children" (not inclusive of men and transgendered population the YWCA serves)

External Disruptions and Trends

- Respondents were concerned about:
- ❖ Effects of full day kindergarten*
 - ❖ Funding cuts to services for women
 - ❖ Need of services for immigrant women* and aging population
 - ❖ Re-opening of debates concerning women's rights
 - ❖ Lack of subsidized and affordable housing for women

Hopes and Aspirations

- ❖ More supportive and transitional housing
- ❖ Continue providing excellent services and add new programs for women, girls, and young women
- ❖ Secure permanent funding*

Our Vision, Mission & Guiding Principles for 2013 - 2018

Lives celebrated, lives valued, lives enriched

Vision Statement

We envision an equitable world where women, families, youth, and children thrive in inclusive communities.

Mission Statement

YWCA Kitchener-Waterloo champions and supports the enrichment of the lives of women, families, youth, and children.

We achieve this by offering:

- Early learning and care
- Youth development
- Emergency and supportive housing
- Counselling, advocacy, and referrals
- Collaborative community leadership

Guiding Principles

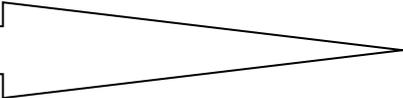
- We respect the dignity and worth of individuals.
- We value diversity among people.
- We acknowledge the holistic nature of human needs – body, mind, and spirit.
- We respect the fundamental right to self-determination.
- We ensure that women are respected, their voices are heard and their issues are addressed.
- We focus clearly, but not exclusively, on women and children.
- We act with integrity and are accountable to our community.



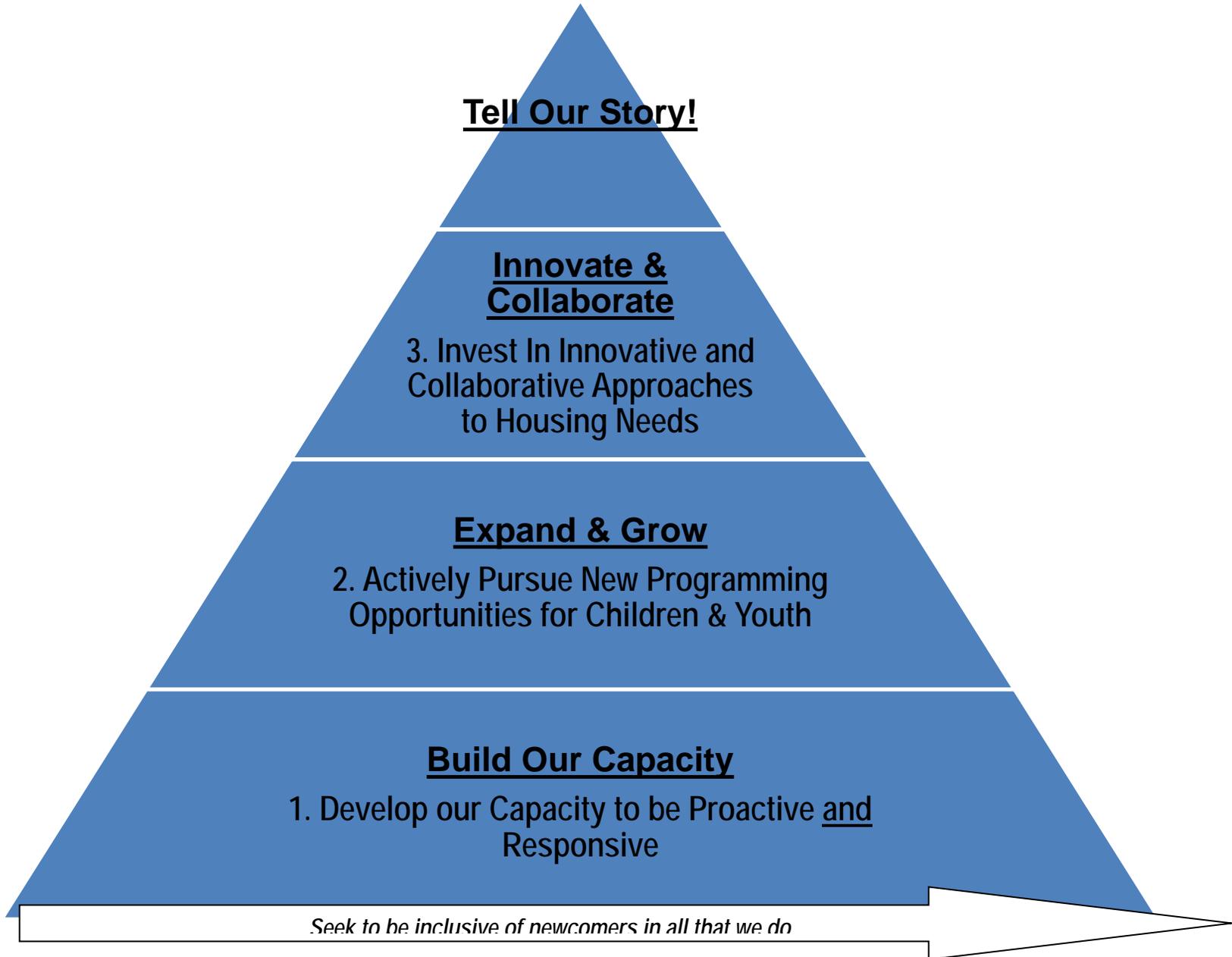
Strategic Priorities 2013 – 2018

Build Our Capacity	Expand & Grow	Innovate & Collaborate	Communicate
1. Develop our Capacity to be Proactive <u>and</u> Responsive	2. Actively Pursue New Programming Opportunities for Children & Youth	3. Invest In Innovative and Collaborative Approaches to Meet Increasing & Changing Housing Needs	4. Tell Our Story
<ul style="list-style-type: none"> • Ensure Financial Sustainability & Diversity through: <ul style="list-style-type: none"> ○ Grants and Resource Development (donations) ○ Alternative social financing models • Increase our Infrastructure, Human Resources & Partnerships as needed • Determine our Risk Appetite for emergent changes/opportunities (i.e. ability to be “opportunistic”) <ul style="list-style-type: none"> ○ Create a Decision Making Lens for rapid and mission driven decision making ○ Increase Board and Staff knowledge & understanding ○ Clarify cost structure and manageability of new projects ○ Anticipate long-term implications (cost benefit) 	<ul style="list-style-type: none"> • Expand School-Based Early Learning and Care <ul style="list-style-type: none"> ○ Grow our ability to meet the opportunities provided through school based child care (Community Hubs) • Grow Young Women’s/Teens Programming. <ul style="list-style-type: none"> ○ Work collaboratively with partners (e.g. Neighbourhood Associations) to build on existing youth program ○ Deliver innovative and collaborative programs that address timely and relevant issues for teen/tween girls (e.g. safe use of social media, anti-bullying, cyber bullying, self image, leadership and citizen building) 	<ul style="list-style-type: none"> • Explore & Discover <ul style="list-style-type: none"> ○ Use our expertise to work with existing assets in this community in new ways. • Design New Models <ul style="list-style-type: none"> ○ Reframe our thinking on shared accommodation, family accommodation and alternative partners and properties • Be a thought leader in the community <ul style="list-style-type: none"> ○ See and respond to emergent opportunities ○ Be forward thinking/adaptive ○ Be entrepreneurial (prototyping & some risk taking) 	<ul style="list-style-type: none"> • Find our Voice <ul style="list-style-type: none"> ○ Be clear and coherent in our messaging ○ Use our new tagline ○ Deliver our message through partners (Banks?) • Find our audience <ul style="list-style-type: none"> ○ Determine how we are perceived now ○ Increase the YWCA’s visibility and the community’s awareness of the essence and impact of our programs and services ○ Tell “people” stories • Be compelling <ul style="list-style-type: none"> ○ Attract new corporate/private donors

Seek to be inclusive of newcomers in all that we do



Strategic Priorities 2013 – 2018



YWCA KW - OUR STRATEGIC PLAN

Strategic Priorities

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1. Develop our Capacity to be Proactive and Responsive

2. Actively Pursue New Programming Opportunities for Children & Youth

3. Invest In Innovative and Collaborative Approaches to Meet Increasing & Changing Housing Needs

4. Tell Our Story!

Our Vision

We envision an equitable world where women, families, youth, and children thrive in inclusive communities

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