



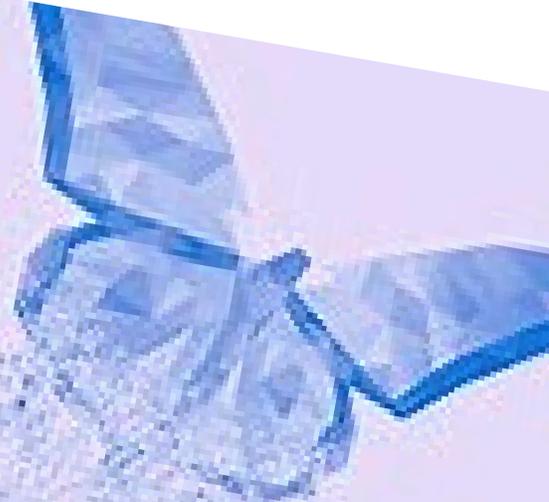
YWCA
S U D B U R Y

A TURNING POINT
FOR WOMEN

UN POINT TOURNANT
POUR LES FEMMES

STRATEGIC DIRECTIONS

2022-2027



[Re]Building for Transformative Empowerment

YWCA – Strategic Plan 2022-2027

Introduction

In January, 2022, members of the Board, Leadership and Staff of YWCA Sudbury came together to consider the future direction of the organization and to create a strategic plan to guide their efforts. This plan, created as a vision for the future of the organization was co-created by this diverse group, with input from the people served by the organization and community partners. Driven by vibrant dialogue, this strategic plan represents actions to realize a shared vision – one where YWCA Sudbury takes pride in its culture of client-centered service delivery and fosters leadership in reducing barriers. This plan is about building upon the legacy of YWCA Sudbury, created over decades of care and compassion. It is about leveraging the strength of a dynamic organization that continues to empower women and their families to reach their full potential through action, advocacy, community collaboration and education. The theme, rebuilding for transformative empowerment, embodies the scope of work to be done during the course of this plan.

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YWCA Sudbury – Past, Present & Future

This brief introduction is designed to assist everyone including new staff or board members to quickly get oriented to YWCA Sudbury’s past, present and future.

The YWCA Sudbury is part of the world-wide YWCA movement. Locally, in 1952, a number of concerned citizens formed a Rooms Registry Committee to provide safe housing for girls and women in Sudbury. The first Annual Meeting of the Sudbury YWCA was held in February 1955. The Rooms Registry Committee became an organized YWCA, incorporating in 1958. Over the next 16 years, the rooms and apartments at 122-4 Larch were home to students in teaching, nursing and business courses, working women, travelers, young women needing guidance as well as women and their children in emergency situations.

As other facilities for women became available, the YWCA Sudbury residence was increasingly utilized by abused women and their children looking for a safe refuge. In 1983, the YWCA Sudbury was successful in acquiring the funding for an emergency housing facility at 224 Elm Street. This facility, Genevra House, was named after Genevra Richards who was the first Executive Director of the YWCA Sudbury. According to colleagues, Richards was a woman ahead of her time. She was known for her “wisdom, compassion, commitment and unfailing spirit. She was also known for her ability to get the job done in the face of adversity and uncertainty”. In 1983, Richards told the Sudbury Star, “Sudbury was constantly changing and the YWCA had to change too”. This continues to shape the landscape served by the YWCA to this day.

In 1978, YWCA Sudbury began its sponsorship of the Adult Protective Service Worker Program for both men and women with developmental disabilities. A more intensive life skills support program was added in 1984. Through extensive community collaboration and realignment of services, developmental services at YWCA Sudbury evolved into Service Coordination. Its role was to plan with the community to meet the needs of people with developmental disabilities and provide a centralized system to access services from the Sudbury Manitoulin Adult Developmental Service System of 10 agencies. In 2011 the Ontario Government continued its work around the transformation of services for individuals with developmental disabilities with the introduction of Developmental Services Ontario as a single, streamlined window of access. At this point YWCA Sudbury divested its role as the service coordination agency for Sudbury Manitoulin.

In the fall of 1991, YWCA Sudbury opened the doors of its Second Stage Housing Project, a ten-unit apartment building which provided safe, interim housing and

counselling for abused women and their children. Brookwood Apartments evolved into permanent Rent-Geared-to Income housing funded by the City of Greater, Housing Services.

As one of the 34 member agencies of the YWCA Canada, YWCA Sudbury provides service to women within the District of Sudbury and as capacity allows, may provide a range of services to women throughout the Region, including Manitoulin Island.

In 2005 the YWCA Sudbury developed strategic directions which were reviewed and revised in 2009, 2012 and 2017.

YWCA Sudbury is proud to host a popular community conference entitled, The Power of Being a Girl, to young women in the Sudbury region since 2006. Young women from area high schools share their experiences with girls in grade 7 and 8. Issues related to healthy relationships, self-esteem, body image, civic engagement and representations of gender in the media are among many discussions addressed in a forum of safety and inclusion.

The Sudbury YWCA's Women of Distinction Gala recognizes the contributions of women in our community and is the primary fundraiser supporting the Power of Being a Girl conference.

The YWCA Sudbury has a proud past and is looking forward toward a rapidly changing and dynamic future. This strategic plan sets the stage for development and growth and re-positioning to meet the needs of an increasingly diverse community.

This strategic plan addresses the period 2022 to 2027, with an expectation that annual reviews and possible refresh will take place before the end of its term. It provides a framework for decisions around the growth and sustainability of the organization. It will direct the work of both administration and governance, with annual goals to be determined collaboratively. Budget decision making will support the plan with the identification of benchmarks to enable the evaluation of progress.

The strategic planning process began in January 2022 with an environmental scanning process providing the foundational data required to support success in defining agency goals and objectives in a rapidly changing environment. Board members, staff, clients and partners were engaged in providing input that supported the strategic planning process.

YWCA Sudbury – Engagement with Staff, Clients and Community Stakeholders

The YWCA Sudbury Board of Directors and Executive Director conducted engagement with staff, clients and community stakeholders to gather feedback to support the strategic planning process.

Survey tools gathered information regarding:

- Use of services
- Assessment of services
- Program feedback
- Timeliness of service delivery
- Impact of the pandemic on service delivery
- Feedback on service delivery
- New program/service feedback
- Staff engagement/satisfaction
- YWCA strengths
- YWCA areas for improvement
- YWCA opportunities
- YWCA challenges
- YWCA events/fundraising
- Comments/suggestions
- How to strengthen stakeholder relations

The detailed survey results are set out in the document Strategic Planning Survey Results YWCA Sudbury.

The information gathered during the engagement process was carefully reviewed by the YWCA Sudbury Board of Directors and informed the strategic planning process.

YWCA Sudbury – Mission, Vision, Values

The YWCA Board and Executive Director reviewed the mission, vision and values.

The **Mission Statement** concentrates on the present; it defines client focused critical processes and it informs you about the desired level of performance.

The **Vision Statement** focuses on the future; it is a source of inspiration and motivation. Often it describes not just the future of the organization, but the future of the community in which the organization hopes to effect change.

Organizational **values** are the guiding principles that provide an organization with purpose and direction. They help organizations manage their interactions with clients, employees and stakeholders.

The mission and vision statements service as a guide when making strategic decisions and serve to educate and inspire organization members and stakeholders and values guide behaviour and set behaviour expectations.

To assist our task of revisiting and revising the Mission, Vision and Values the YWCA Board and Executive Director reflected on the following questions:

1. Does the mission statement make a compelling declaration about YWCA purpose? Does it reflect YWCA responsibilities to stakeholders?
2. Does the mission statement say what YWCA does and what makes the YWCA different?
3. Is the vision statement inspiring, realistic and achievable? Is it memorable?
4. Does the vision statement say where the YWCA wants to be?
5. Do the values align with and support the mission/vision? Are the values making an impact?
6. Do the mission, vision and values reflect how people feel about the organization and the services provided?

After careful deliberation the YWCA Board of Directors determined that no changes were required to the Mission, Vision or Values.



MISSION

To empower women and their families to reach their full potential in body, mind and spirit, through action, advocacy, community collaboration, and education.

VISION

A safe, equitable, and inclusive community where women and their families thrive.

VALUES

A Women's Perspective
Difference & Diversity
The Whole Person
Community Mindedness
Global Interdependence



The Values are further expanded and clarified in the following statements:

A Women's Perspective: Women must take leadership in shaping society's direction in order to achieve equity and equality for all women.

Diversity: In order to achieve social and other forms of justice, we must embrace the diversity among peoples.

The Whole Person: Strength, wisdom, and character come from the balanced development of the whole person in body, mind, and spirit.

Community Mindedness: Healthy communities, free from violence, racism, and other abuses of power, nurture the whole person. Individuals committed to equity, advance the growth of such communities.

Global Interdependence: The worldwide struggle for equity and equality interconnects all women.

YWCA Sudbury - Strategic Planning SWOT Analysis

The YWCA Board and Executive Director used the information provided in the staff, client and community stakeholder engagement exercise as well as their knowledge of the organization’s internal and external environment to conduct an analysis of Internal Strengths and Weaknesses and External Opportunities and Threats (SWOT Analysis).

SWOT Analysis

This table highlights Strengths, Weaknesses, Opportunities, and Threats (SWOT) tabled by internal and external stakeholders.

| Examples of Strengths | Examples of Weaknesses |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Trusted Programs 2. Client Centered & Trauma Informed Programs 3. Feminist Approach 4. Values Driven Organization 5. Strong Staff/Teamwork 6. Strong Leadership/Board 7. YWCA Canada – Strong Foundation 8. Community Leadership on Women’s Issues | <ol style="list-style-type: none"> 1. Communication/Social Media 2. Budget/funding 3. Health and Wellness/Workplace Culture need attention 4. Addictions & Mental Health demands exceed capacity 5. Capacity limitations for high demand services 6. Need to formalize Board Committee functions/work 7. Brand confusion & limitations (YMCA/YWCA) |
| Examples of Threats | Examples of Opportunities |
| <ol style="list-style-type: none"> 1. Economy – inflation, cost pressures 2. Human Resources (market demands, the “great resignation”) 3. Potential impact of public health protocols (pandemic) 4. YWCA (impact of “Christian” on funding/options gender binary) 5. Brand confusion & limitations (YMCA/YWCA) | <ol style="list-style-type: none"> 1. Provincial Election (opportunity for media/public engagement) 2. Building partnerships to increase capacity (police, hospital, jail, shelters, housing, mental health, addictions, Indigenous communities/agencies) 3. Transitional housing 4. Diversity – high demand for programs/services responsive to diverse needs (LGBTQ+, Indigenous) 5. Life Skills/Economic Prosperity programs 6. Partnership with other YWCAs |

YWCA Sudbury - Strategic Goals & Objectives 2022-2027

The YWCA Board of Directors reviewed the Strategic Goals and Objectives from the 2015-2022 strategic plan, reflected on staff, client and community stakeholder feedback, the review of the mission, vision and values and the SWOT exercise to develop the strategic goals and objectives for the 2022-2027 period. The Strategic Goals & Objectives for the period 2022-2027 are grouped into three themes of [RE]Build, Empower and Transform as follows:

THEME: [RE]BUILD

GOAL: CAPACITY

To ensure YWCA Sudbury has the human and financial resources to meet the needs of the women we serve and to effectively address women's issues in our community.

- Develop and implement strategies to ensure sustainable program funding.
- Build the capacity of our staff teams to do their best work, fostering a culture of support, care and accountability.
- Review our current operational and program structure to ensure the right complement of human resources.
- Develop recruitment, retention and succession plans.

GOAL: COMMUNITY ENGAGEMENT

To develop, strengthen and nurture collaborations and partnerships that increase our ability to provide more comprehensive services, support participants to navigate service systems, support service innovation and, where appropriate, expand programs.

- Collaborate with like-minded organizations to create opportunities.
- Implement a shared service model that increases scope and impact.
- Collaborate and partner with organizations, with a priority to the Indigenous community, to optimize expertise, skills, resources, and mandates.

THEME: EMPOWER

GOAL: SERVICE

To consistently deliver high-quality, accessible, flexible, responsive and client-centred services.

- Partner and collaborate to increase the supply of safe, secure and affordable housing for women and gender diverse people in the City of Greater Sudbury.
- Increase access to services for women in rural areas.
- Work collaboratively to complement and enhance services for women.
- Develop and promote healthy and engaged youth.
- Promote positive child development

GOAL: DIVERSITY, EQUITY & INCLUSION

To build and nurture an inclusive culture that is welcoming and responsive to people of all backgrounds.

- Strengthen our focus on Black, Indigenous, people of colour and marginalized women, girls, and gender diverse people.
- Composition of Board and Staff to reflect the diversity of our community
- Using Anti-Racism, Anti-Oppression approaches in all of our work
- Build equity into service design to ensure our services are inclusive and responsive those we serve.
- Provide programs to support equity for women, girls and gender diverse people in our community.

THEME: TRANSFORM

GOAL: ADVOCACY & AWARENESS

To publicly address issues related to empowerment of women and YWCA Sudbury branding.

- Tell the story of our work by harnessing the strengths of our programs and building strong support.
- Build and align communications, advocacy and philanthropy.
- Develop a unified communications and marketing strategy responsive to stakeholder needs that promotes YWCA Sudbury brand awareness, supports realizing increased organizational capacity and creates a brand experience aligned with strategic directions.
- Work with government and community partners to advocate for improved and expanded services based on local needs.
- Create opportunities to speak out about inequities and/or violence against women
- Leverage public awareness to increase funding and support.

GOAL: EDUCATION

To promote community awareness that leads to action to eliminate violence against women.

- Expand programming in the shelter.
- Expand prevention and education programs to create a healthy community.