YWCA
METRO VANCOUVER

BUILDING BETTER FUTURES

for women and their families

STRATEGIC PLAN 2020-2022

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INTRODUCTION

Supporting single mothers on their path to independence

All families deserve to participate in society in accordance with their culture, goals and values. Yet poverty and inequality keep many on the sidelines, struggling to pay rent or afford basic essentials.

This is the reality for thousands of single mothers across Metro Vancouver, who must make extremely difficult choices as they endeavor to pay for housing, care for their children and pursue opportunities for education and employment.

These issues are even more acute for Indigenous women and families. Compared to the general population, Indigenous people are disproportionately impacted by intergenerational poverty, intergenerational trauma and policies related to children and youth in care. Systemic discrimination features prominently in their lives.

YWCA Metro Vancouver's advocacy and holistic, integrated services are anchored in the fundamentals of safety, housing, early learning and child care, and employment. We strive to support women on their path to personal and economic independence, provide the best start for children and create new opportunities for education, employment and leadership.

Vision

Achieving women's equality.

Mission

To touch lives and build better futures for women and their families through advocacy and integrated services that foster economic independence, wellness and equal opportunities.

GOALS

SAFETY AND WELLNESS

Freedom from violence: women and their children live safely and free from violence. The sexualization of girls and women and the hyper-masculinization of boys and men are not tolerated in society.

Safe, affordable housing: single mothers and their children have a range of safe, affordable, adequate housing options and are supported to build successful and independent lives.

Healthy, active living: all families are supported to engage in healthy, active living according to their abilities. They have access to nutritious food and have opportunities to engage with their communities.

OPPORTUNITIES FOR FAMILIES

Best start for children: rates of developmentally vulnerable children and children living in poverty decline, and all families have access to high-quality, affordable, culturally appropriate early learning and child care.

Healthy choices for youth: young people have opportunities to develop positive social and emotional skills and healthy relationships and are meaningfully engaged with their communities.

Support for families: all families have opportunities for meaningful employment, are supported to reconcile the demands of work and home, and women and men share equally in domestic and care responsibilities.

HOPE FOR THE FUTURE

Opportunities for education, work and leadership: women have opportunities to achieve personal and economic independence, to develop their potential and to participate fully in society, according to their abilities and aspirations.

Accountable, sustainable YWCA: our organization is accountable to our members, employees, donors and communities, committed to measurable results and positioned for long-term sustainability.

STRATEGIC PLAN AT A GLANCE

RANGE: SHORT TERM 0-2 YRS **MID TERM 2-5 YRS** **LONG TERM 5-10 YRS**

KEY PRIORITIES	2020-2022 ACTIONS
Advocacy and awareness	Increase advocacy for systemic change, as it relates to gender equality.
Housing	Seek new opportunities to build housing for women-led families.
Truth and reconciliation	Work as allies alongside Indigenous leaders and Indigenous women and girls in their pursuit of the full realization of substantive equality.
Gender	Uplift the emerging understanding of gender identity and shift our organizational practices in response.

CORE SERVICE AREA	STRATEGIES	RANGE
Crabtree Corner Community	• Work with participants with lived experience, peer organizations and the broader community to develop an FASD resource focused on reducing stigma for families.	**Short term**
	• Utilize an Indigenous, trauma-informed lens to further incorporate culturally sensitive programming that advances recommendations from the Truth and Reconciliation Final Report.	**Ongoing**
	• Support opportunities to inform and educate YWCA stakeholders regarding Indigenous healing, cultural practices, systemic issues and allyship.	**Ongoing**
Early learning and child care	• Develop a recruitment strategy for early childhood educators to ensure we have a stable, highly qualified workforce.	**Short- to mid-term**
	• Investigate new ways to utilize our child care centres that may improve our service to families while reducing our deficit.	**Short- to mid-term**
Employment services	• Ensure WorkBC financial stability.	**Short term**
	• Execute and evaluate new and diversified marketing initiatives.	**Short term**
	• Achieve key performance measures in all contracts.	**Ongoing**
	• Seek diversified funding sources for all employment programs.	**Ongoing**
	• Seek and expand employment programs for women.	**Ongoing**
	• Strengthen connections with the business community.	**Ongoing**
	• Expand and strengthen our work with Indigenous partners.	**Ongoing**

CORE SERVICE AREA	STRATEGIES	RANGE
Health + Fitness	• Focus on member growth through individual and corporate group membership.	**Ongoing**
	• Focus on member retention through excellent customer service.	**Ongoing**
	• Provide personalized services to meet the needs of members, program participants and the broader community.	**Ongoing**
Hotel and housing	• Complete Hotel/Residence expansion.	**Short term**
	• Explore the formation of a separate corporate entity to allow us to bid on and build housing that includes market and low end of market rentals, the profits of which can support rent-geared-to-income units for women in core housing need.	**Short term**
	• Complete housing projects currently under development.	**Short- to mid-term**
	• Build partnerships with developers and municipalities to build housing for single mothers and vulnerable women.	**Ongoing**
Mentorship	• Focus on mentee recruitment and engagement for Circle of Sisters Indigenous Mentorship Program.	**Short term**
	• Ensure programs are inviting and accessible to all individuals who identify as young women.	**Short term**
	• Implement new mentorship initiatives as funding and partnership opportunities arise.	**Ongoing**
Single Mothers' Support Services	• Ensure programs are inviting and accessible to all individuals who identify as single mothers.	**Short term**
	• Explore the use of technology to expand program delivery.	**Short term**
	• Focus on diverse programming to support personal and economic independence.	**Ongoing**
	• Seek opportunities for new partnerships.	**Ongoing**
Youth Education	• Ensure participants are supported to participate in programs that align with their self-identified gender.	**Short term**
	• Focus on volunteer facilitator and mentor recruitment and training.	**Short term**
	• Implement and evaluate the impact of the Dating Safe program on youth's attitudes and experiences with dating violence.	**Short- to mid-term**
	• Build funder support to sustain programs across Metro Vancouver.	**Ongoing**

ACCOUNTABLE, SUSTAINABLE YWCA	PRIORITY ACTIONS	RANGE
Communicating our impact	• Undertake a digital communications transformation.	**Short- to mid-term**
	• Explore a strategic rebrand in advance of our 125th anniversary.	**Short- to mid-term**
	• Embed our commitment to truth and reconciliation across our communications and advocacy activities.	**Ongoing**
	• Ensure diversity is reflected across our communications activities.	**Ongoing**
Donor support	• Complete North Vancouver housing community capital campaign.	**Short term**
	• Promote major gifts, legacy giving and endowment growth through the Next 125 campaign.	**Short- to mid-term**
	• Build endowment through legacy gifts.	**Ongoing**
	• Increase major gifts from individuals and corporations.	**Ongoing**
	• Continue to seek partnerships and opportunities for new housing communities.	**Ongoing**
Financial health and sustainability	• Build capital reserve through operating surpluses and undesignated bequests.	**Ongoing**
	• Focus on revenue diversification.	**Ongoing**
	• Monitor investment performance and alignment of investment policy.	**Ongoing**
	• Ensure annual balanced budgets.	**Ongoing**
Risk management	• Build a culture of risk awareness among employees, integrating risk management into daily activities and processes.	**Ongoing**
	• Annually review the organization's risk matrix, including the capital project risk matrices.	**Ongoing**
	• Continue to build our awareness of cyber, data security and privacy risks and strategy to manage ongoing trends and threats.	**Ongoing**
	• Test the organization's Business Continuity Plan.	**Ongoing**
Impact and results	• Align our measures of the impact of our work with current research and evidence.	**Short- to mid-term**
	• Develop tools to measure our progress and contribution to reconciliation, responding to the Truth and Reconciliation Commission's 94 "Calls to Action."	**Short- to mid-term**
	• Develop scorecards as new programs are undertaken.	**Ongoing**
	• Continue to refine and track success measures.	**Ongoing**

ACCOUNTABLE, SUSTAINABLE YWCA	PRIORITY ACTIONS	RANGE
Our people	• Continue to enhance employee cultural awareness, knowledge and skills, particularly as it relates to Indigenous cultural sensitivity.	**Short- to mid-term**
	• Provide leadership and development opportunities for Indigenous peoples and youth.	**Ongoing**
	• Focus on total compensation at the 50th percentile of the market.	**Ongoing**
	• Focus on offering professional and leadership development opportunities.	**Ongoing**
Environmentally sustainable practices	• Select environmentally sustainable products and suppliers.	**Ongoing**
	• Promote sustainability efforts through educational initiatives.	**Ongoing**
	• Ensure reserve funds are invested through socially responsible investment screens.	**Ongoing**
	• Develop and nurture the rooftop garden to meet our harvest goal of one tonne per year.	**Ongoing**
	• Grow a range of Indigenous plants to support cultural connection and ceremony.	**Ongoing**
Volunteer services	• Develop new strategies to engage skilled volunteers.	**Short- to mid-term**
	• Partner with professionals and organizations willing to donate their time and expertise.	**Short- to mid-term**
	• Explore new opportunities for corporate and group volunteerism, while ensuring that the needs of the YWCA are met.	**Ongoing**
	• Communicate the impact volunteerism has on YWCA strategic goals and the community.	**Ongoing**

EXECUTIVE SUMMARY

For nearly 125 years, YWCA Metro Vancouver has worked to strengthen the social fabric of our communities. Nowhere is this more evident than in our many programs and services that support vulnerable families, particularly those led by single mothers. Our social enterprise model contributes to the local economy, supports our long-term financial sustainability and invests the resources we generate back into serving our mission. The YWCA has earned a position of trust and respect across our region, which we use to advocate for systemic change and to help foster a society where everyone can thrive according to their needs.

This three-year strategic plan builds directly on the YWCA's current work and maintains its overarching strategic goals. It sets key priorities for the coming three years related to our advocacy work, programs and services and organizational practices to ensure we keep pace with emerging evidence and evolving ideas, and continue to operate an accountable, sustainable organization.

We look forward with enthusiasm to our 125th anniversary in 2022. This milestone will be an opportunity to reflect on our history, deepen our commitment to the YWCA's mission and vision and ensure we are in the best possible position to support women for the next 125 years and beyond.

STRATEGIC PRIORITIES FOR 2020-2022

PRIORITIES FOR 2020-2022

1. **Advocacy and awareness:** Increase advocacy for systemic change as it relates to gender equality.
2. **Housing:** Seek new opportunities to build housing for women-led families.
3. **Truth and reconciliation:** Work as allies alongside Indigenous leaders and Indigenous women and girls in their pursuit of the full realization of substantive equality.[1]
4. **Gender:** Uplift the emerging understanding of gender identity and shift our organizational practices in response.

These four areas are identified as high priority for organization-wide focus and action over the coming three-year period. “Housing” and “Early learning and child care” are also discussed in the Core Services section. Our priorities for “Truth and reconciliation” and “Gender” are integrated throughout this plan.

1 “Substantive equality” is referenced in the National Inquiry into Missing and Murdered Indigenous Women and Girls’ Final Report as a “legal principle that refers to the achievement of true equality in outcomes. It is required in order to address the historical disadvantages, intergenerational trauma, and discrimination experienced by a person to narrow the gap of inequality that they are experiencing in order to improve their overall well-being.” https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/Executive_Summary.pdf, 56.

ADVOCACY AND AWARENESS

YWCA Metro Vancouver advocates for social change to achieve the full realization of equality for all women and girls. Through advocacy, we address the root causes of poverty and social inequality, particularly the systemic barriers faced by single mothers. Our advocacy is grounded in the work we do each day and informed by current research and evidence. Our voice is consistent with YWCA Canada and its member agencies; we share the understanding that a society that strengthens women and girls strengthens us all.

Our success over the past years has confirmed that the YWCA is a trusted and powerful voice. The current political climate offers an unprecedented awareness of gender inequality, and a timely opportunity to transform this energy into action. By allocating resources to advocacy, we are positioned to expand our influence on key issues and respond to new opportunities as they arise. Our priority in this period will be to further strengthen our effectiveness in advancing sustained, positive social change.

***FACT:** In 2018, we launched 7 digital advocacy campaigns on issues like toxic masculinity and gender-based violence. Together, these initiatives reached nearly half a million people.*

Women's economic security and independence

Many women in Canada enjoy a measure of freedom and legal equality not experienced in other countries around the world. Yet women still lag behind in several key measures of economic and workplace gender parity. Although women comprise nearly half the paid labour force in Canada, the gender pay gap persists. Women in Canada earn 86% of what men earn on average, based on the weekly wages of full-time workers in 2018.[2] The gap is wider for women who are Indigenous, living with a disability, racialized or newcomers.[3]

Statistics show that the path of senior leadership is one that too few women are able to follow.[4] Lack of flexible work arrangements, unaffordable early learning and child care, systemic discrimination and unconscious and implicit bias against women are key reasons women struggle with and often forego these roles.

YWCA Metro Vancouver understands the social and economic benefits that will result from supporting the best-educated generation of women in our history, while assisting women at the lower end of the income spectrum to enhance their employability. We will continue to advocate for reforms to enable women's full participation in the economy.

Addressing the care gap

Studies confirm that women bear the primary responsibility in their households for a disproportionate share of unpaid work—particularly housework, child care and elder care. Although in Canada nearly as many women as men work outside the home, women work nearly twice as many hours providing unpaid care than men.[5] We know the care gap is a key barrier for women's participation and advancement in the workplace.

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2 Statistics Canada, "Table: 14-10-0064-01: Employee Wages by Industry, Annual," CANSIM (2018), https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410006401

3 Canadian Women's Foundation, Fact Sheet: The Gender Wage Gap in Canada, (2018), https://www.canadianwomen.org/wp-content/uploads/2018/08/Gender-Wage-Gap-Fact-Sheet_AUGUST-2018_FINAL1.pdf

4 McKinsey Global Institute, The Power of Parity: Advancing Women's Equality in Canada (2019), 6, https://www.mckinsey.com/~/media/McKinsey/Featured%20Insights/Women%20matter/The%20power%20of%20parity%20Advancing%20womens%20equality%20in%20Canada/MGI-The-power-of-parity-Advancing-womens-equality-in-Canada-Full-report.ashx

5 Ibid, 34.

The YWCA will continue to advocate for social and policy changes that address the imbalance in unpaid care. The YWCA supports universal early learning and child care and parental leave reforms that encourage men to play a stronger role in the domestic sphere. We will work to cultivate dialogue that supports men to act as allies, and encourage broader acceptance of family-friendly workplace practices.

Family policy and universal early learning and child care

The YWCA advocates for a comprehensive national policy framework built on scientific evidence that shows the critical need to invest in early childhood development and in families raising young children. This framework includes three core policy areas: benefits for all new parents in the first 18 months of their children's lives; high-quality, accessible, affordable child care services for all who need them; and flexible workplace policies and practices to allow parents to balance the demands of work and home life.

In British Columbia, we have recently seen remarkable progress towards building a universal system of quality, affordable early learning and child care that is accessible to all children.

In the lead-up to BC's 2017 provincial election, the YWCA recognized an opportunity to promote strategic public investment in a universal early learning and child care system by positioning child care as an election issue. In alignment with the $10aDay Plan, we developed the *Child Care Now* campaign,[6] which featured one strategic message: that child care makes good economic sense and would add more than $5.7 billion to BC's GDP by 2030.

In February 2018, the federal government committed $153 million to BC child care, while the province invested $1 billion over three years—one of the largest investments and most significant public policy initiatives in BC's history.

We are encouraged that the vision for universal child care we so actively promoted has been adopted into public policy. We are delighted to have one of the YWCA's child care programs, Emma's Early Learning and Child Care Centre, participate as a prototype site for a new model of child care funding in BC.

The YWCA will continue our advocacy work until a strong, publicly funded system is here to stay.

Access to legal supports and services for women

Access to the legal system is particularly challenging for the women we serve, many of whom have low incomes and face complex legal issues related to family, immigration and child protection matters. Through our Staff Lawyer and Legal Education Program, the YWCA provides legal representation, education and assistance to clients who need support. Without access to the justice system, women risk being driven further into poverty, victimized or losing custody of their children.

The YWCA will advocate for publicly funded legal aid and for the implementation of the recommendations in our Mothers Without Legal Status in Canada report.[7]

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6 http://childcarenow.ca/

7 Sheryl Burns, Single Mothers Without Legal Status: Caught in the Intersection Between Immigration Law and Family Law (2010), 34.

HOUSING

The need for safe, affordable housing in Metro Vancouver has never been more critical. Single mothers and their children live with the ongoing risk of being pushed out of the rental housing market. Recent data shows that 37% of single mother-led families do not have affordable housing and are less likely than their male counterparts to be able to afford their housing.[8]

Meanwhile, recent changes in funding have posed challenges for charities like the YWCA to develop and provide housing for our clients.[9]

2020-2022 HOUSING PRIORITY ACTIONS
Seek new opportunities to provide housing for women-led families.
Undertake a legal structure review to determine if and how the YWCA can expand our housing portfolio within the current policy environment.
Develop a position and partner with those advocating for changes to the funding structure for affordable housing.

8 Statistics Canada, "Census in Brief: Children living in low-income households." (2017), https://www12.statcan.gc.ca/census-recensement/2016/as-sa/98-200-x/2016012/98-200-x2016012-eng.cfm

9 Norton Rose Fulbright Canada LLP. and Catalyst Community Developments Society, "White Paper: Options for Legal and Tax Structures of Below Market Rental Housing Projects" (2018) https://www.socialpurposerealestate.net/resources/vancity-white-paper-taxation-and-legal-structures-non-profit-social-purpose-real-estate

GENDER

2020-2022 GENDER PRIORITY ACTIONS

- Establish an internal advisory committee to address urgent issues on gender and make recommendations.
- Build partnerships and consult experts to ensure the YWCA continues to evolve and respond to the emerging understanding of gender.
- Incorporate our stance in our communications and educate the public about the YWCA's policy on gender.

Society's understanding of gender is evolving rapidly and our organizational practices are changing as well. We need to ensure that we are inclusive, respectful and remain relevant to the people we serve. Our policy is, wherever possible, to offer our women-only services to any person who identifies as a woman.

We also endeavour to update the design of our facilities to better serve people whose gender identities lie beyond exclusively masculine or feminine norms of expression, and particularly to include trans and non-binary people. Our priority is to uplift an intersectional understanding of gender and evolve our organizational practices in light of these changes.

TRUTH AND RECONCILIATION

2020-2022 TRUTH AND RECONCILIATION PRIORITY ACTIONS

- Build relationships with Indigenous leaders, organizations and communities across the region. Seek learning and advice, work towards building trust and becoming a better ally.
- Develop tools to measure our progress and contribution to reconciliation, including the Truth and Reconciliation Commission of Canada's 94 "Calls to Action" and the "Calls for Justice" from the *National Inquiry into Missing and Murdered Indigenous Women and Girls.*
- Raise our voice as allies alongside Indigenous leaders and Indigenous women and girls in their pursuit of the full realization of their substantive equality.
- Seek Indigenous representation at all levels, including the Board, and encourage the participation of Indigenous people in all aspects of our operations.
- Provide truth and reconciliation training to all employees and our Board of Directors.

YWCA Metro Vancouver has committed to supporting the full realization of substantive equality for Indigenous peoples in Canada, and to collaborating with Indigenous and community partners to advance the Truth and Reconciliation Commission of Canada's 94 "Calls to Action."[11]

Recent work has included training YWCA employees on the history and ongoing impacts of colonization and commissioning a project to design a set of indicators that will help us assess our contribution to reconciliation. The release of Reclaiming Power and Place: *The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*[12] provides further evidence of the devastating impact that colonization has on Indigenous peoples and makes recommendations for redress.

11 Truth and Reconciliation Commission of Canada, "Calls to Action" (2015), http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf

12 National Inquiry into Missing and Murdered Indigenous Women and Girls, "Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls" (2019), https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/Final_Report_Vol_1a-1.pdf

CORE SERVICES

CRABTREE CORNER COMMUNITY

Crabtree Corner is distinctive in its approach to holistic service delivery. At Crabtree we strive to meet women where they are, support them without judgment and help them to feel empowered.

Crabtree community consists of Crabtree Corner Housing, Crabtree Corner Early Learning and Child Care Centre and the Crabtree Corner Community Resource Centre. We offer transition housing, early learning and child care, food and nutrition, parenting, Indigenous infant development, literacy, violence prevention, fetal alcohol spectrum disorder (FASD) support and community resources and referrals.

We are also proud to house and partner with Sheway, a pregnancy outreach initiative that provides medical and social services to pregnant and parenting women who use substances.

More than 60% of Crabtree Corner participants identify as Indigenous.[13] We also serve women and children from Chinese, Vietnamese, Iranian, Latin American, Afro-Canadian, Korean and European backgrounds, many of whom report feeling isolated as a result of language and cultural barriers. More than 40% of Crabtree Corner participants who responded to our 2017 survey report not having completed high school.[14]

Many participants report a deep mistrust of the school system due to intergenerational trauma from residential schools and ongoing systemic biases.

Many Crabtree Corner employees are women who have overcome challenges similar to those faced by current program participants and who are outstanding role models. Their experiences help reduce barriers and improve accessibility of our services.

The 94 "Calls to Action" released by the Truth and Reconciliation Commission represent an opportunity for Crabtree Corner and the YWCA to reflect on the ongoing legacies of colonialism and identify strategies to support healing in collaboration with Indigenous participants, elders and the wider community.

2020-2022 CRABTREE CORNER COMMUNITY PRIORITY ACTIONS

Short term

Work with participants with lived experience, peer organizations and the broader community to develop an FASD resource focused on reducing stigma for families.

Ongoing

Utilize an Indigenous, trauma-informed lens to further incorporate culturally sensitive programming that advances recommendations from the Truth and Reconciliation Final Report.

Support opportunities to inform and educate YWCA stakeholders regarding Indigenous healing, cultural practices, systemic issues and allyship.

***FACT:** In 2018, 125 children and 71 families impacted by Fetal Alcohol Spectrum Disorder received holistic support at YWCA Crabtree Corner Community.*

13 Client demographics gathered as part of YWCA Crabtree Corner's 2017 Participant Survey, conducted in October 2017.

14 Client information gathered as part of YWCA Crabtree Corner Participant Survey, conducted in October 2017.

2020-2022 EARLY LEARNING AND CHILD CARE PRIORITY ACTIONS

Short- to mid-term

Develop a recruitment strategy for early childhood educators to ensure we have a stable, highly qualified workforce.

Investigate new ways to utilize our child care centres that may improve our service to families while reducing our deficit.

***FACT:** YWCA Emma's Early Learning and Child Care Centre is one of 53 licensed centres selected by the Province as a prototype to test funding and operational models required to move BC to a universal system.*

EARLY LEARNING AND CHILD CARE

High-quality, affordable early learning and child care is a top priority for families, and YWCA Metro Vancouver strives to fulfill this need.

BC is now on the path to a quality and affordable universal early learning and child care system—the first major new social program in a generation. YWCA Emma's Early Learning and Child Care Centre is one of 53 licensed centres selected by the Province as a prototype to test funding and operational models required to move BC to a universal system.

The YWCA is committed to BC's Early Learning Framework, which focuses on the development of well-being and belonging; creativity and exploration; languages and literacy; and social responsibility and diversity.

We provide inclusive, high-quality, play-based programs where children are recognized as individuals and supported to reach their full potential and development. Our programs are developed by experienced early childhood educators who create rich environments that ignite and support positive play. Families are respected as the primary caregiver and staff work openly, respectfully and supportively with parents in the best interests of their children.

We remain committed to providing quality care delivered by qualified, professional employees who are compensated fairly.

EMPLOYMENT SERVICES

YWCA Metro Vancouver is one of the largest and most respected employment service providers in the Lower Mainland. Our innovative programs encourage job seekers of all demographics, including single mothers, youth, immigrants, professionals, Indigenous people, persons with disabilities and others with barriers to employment, to secure and sustain meaningful work.

> *"My case manager was kind and patient and truly took the time to understand my needs as a blind person eager to re-enter the workforce."*
>
> *CRAIG, YWCA WORKBC CLIENT*

In March 2019, the Employment Program of BC concluded, and in April 2019 the YWCA was successful in securing three new contracts to deliver WorkBC services in North Vancouver, South Vancouver and the Tri-Cities.

The YWCA has built important partnerships with employment services across the Lower Mainland, and reaching into Kelowna. They are essential to our service delivery model. These relationships help provide support that focuses specifically on the needs of women who are seeking employment. To support Indigenous clients seeking employment and training opportunities, we have partnerships with Aboriginal Community Career and Employment Services Society (ACCESS) and local First Nations.

We also support and offer programs that serve survivors of violence, women re-entering the workforce, newcomer and visible minorities, highly skilled immigrant women and older workers.

YWCA jobseekers facing barriers to employment require strong support networks to make a successful and sustained connection with the labour market. Through partnerships with diverse service providers and training institutions, and a proven track record of serving specialized populations, the YWCA will continue to meet the needs of this unique client base.

2020-2022 EMPLOYMENT SERVICE PRIORITY ACTIONS

Short term

Ensure WorkBC financial stability.

Execute and evaluate new and diversified marketing initiatives.

Ongoing

Achieve key performance measures in all contracts.

Seek diversified funding sources for all employment programs.

Seek and expand employment programs for women.

Strengthen connections with the business community.

Expand and strengthen our work with Indigenous partners.

HEALTH + FITNESS

The YWCA Health + Fitness Centre is a revenue-generating 30,000 square-foot co-ed fitness facility, a mission-related social enterprise that helps to fund YWCA programs in the community. It is membership-based with a strong emphasis on customer service and member retention.

Membership includes access to the facility's 25-metre UV-purified pool, fitness studios, conditioning and weight rooms and more than 60 fitness classes.

"Now I have muscles, I am fit and it does feel good. I'm 71!"

SUSAN, YWCA HEALTH + FITNESS MEMBER

The majority of programming is geared to corporate members in the downtown core, who work within a six-block radius of the facility. Additional programming is provided for YWCA program participants, all of whom have access to the facility at no cost.

Group exercise classes engage members with the latest trends in fitness, while registered programs and clinics are designed to meet specific member needs. We continue to build our individual and corporate clientele, linking our Health + Fitness services to the YWCA's advocacy on workplace wellness and work-life balance.

2020-2022 HEALTH + FITNESS PRIORITY ACTIONS

Ongoing

Focus on member growth through individual and corporate group membership.

Focus on member retention through excellent customer service.

Provide personalized services to meet the needs of members, program participants and the broader community.

***FACT:** The YWCA Health + Fitness Centre is a mission-related social enterprise. Memberships help fund YWCA programs and services.*

2020-2022 HOTEL AND HOUSING PRIORITY ACTIONS

Short term

Complete Hotel/Residence expansion.

Explore the formation of a separate corporate entity to allow us to bid on and build housing that includes market and low end of market rentals, the profits of which can support rent-geared-to-income units for women in core housing need.

Short- to mid-term

Complete housing projects currently under development.

Ongoing

Build partnerships with developers and municipalities to build housing for single mothers and vulnerable women.

***FACT:** The YWCA Hotel/Residence provides 21,500 room nights of subsidized accommodation annually to women in crisis, families in transition, students, seniors and refugees.*

HOTEL AND HOUSING

Vancouver remains one of the least affordable places in the world for housing, and there has been inadequate construction of new rental accommodation suitable for families. Our focus at YWCA Metro Vancouver is to provide safe and affordable housing to single mothers and their children, which is fundamental to their health, well-being and personal and economic independence.

"[The YWCA] took most of the work off my shoulders — paperwork, getting me links to resources in the community. While I was focusing on the baby, [they were] helping me with the other parts. I could finally take charge of my life."

SANDY, YWCA HOUSING RESIDENT

We operate a range of housing in communities across Vancouver, North Vancouver, Surrey, Coquitlam and Langley, including emergency accommodation and transitional housing for women leaving abuse and long term housing for single mothers and their children. We also operate services for women who have experienced violence, and their children.

The YWCA Homelessness Prevention Program provides portable rent subsidies to women leaving abuse, youth at risk, Indigenous families and people who are leaving hospitals or correctional facilities.

Plans are underway to develop two new housing communities:

- **YWCA housing in Arbutus Centre**

  We are partnering with the City of Vancouver in a mixed-use, mixed income 125-unit housing development to provide 32 units of two- and three-bedroom homes for single mothers and their children on Vancouver's west side. Our partners, Tikva Housing Society and the Association of Neighbourhood Houses of BC, will sublease the remaining 93 units from the YWCA. Construction is expected to be complete by fall 2020.

- **YWCA housing in North Vancouver**

  We are partnering with Chard Development Ltd. to provide 14 two- and three-bedroom units for single mothers and their children in the City of North Vancouver. Construction is expected to be complete by early 2021.

We will also explore land opportunities to develop a long-term affordable housing project for single mothers and their children in partnership with Cindy Beedie and BC Housing.

The YWCA Hotel/Residence is a mission-related social enterprise. It provides a significant source of revenue to sustain our programs and services, while providing 21,500 room nights of subsidized accommodation annually to women in crisis, families in transition, students, seniors and refugees.

The YWCA Hotel/Residence is located on land owned by the YWCA. Construction on a new tower, which will add an additional 65 rooms, began in January 2019. We expect to complete this project in summer 2020.

MENTORSHIP

The YWCA High School Mentorship Program connects high school girls with professional women for one-to-one mentoring relationships. Through the program, young women meet positive role models, explore their career and education options, learn leadership skills and better prepare for their futures.

The YWCA Circle of Sisters Indigenous Mentorship Program offers group mentoring opportunities to young Indigenous women using an intergenerational and peer mentorship model. Participants gain understanding and perspective on the impact of colonization and increased knowledge of their Indigenous cultural roots, traditions and history. This program celebrates indigeneity and cultivates pride, self-worth, resilience and connections.

2020-2022 MENTORSHIP PRIORITY ACTIONS

Short term

Focus on mentee recruitment and engagement for Circle of Sisters Indigenous Mentorship Program.

Ensure programs are inviting and accessible to all individuals who identify as young women.

Ongoing

Implement new mentorship initiatives as funding and partnership opportunities arise.

SINGLE MOTHERS' SUPPORT SERVICES

Working in partnership with community agencies, YWCA Single Mothers' Support Services provides group support, information and referrals to community services for women who are dealing with the challenges of parenting alone. We support program participants to lead healthy, productive lives so they and their children have a better chance to thrive on their path to personal and economic independence.

We currently operate 16 support groups in Metro Vancouver and recently launched new groups for single mothers of children with Autism Spectrum Disorder and new immigrant and refugee single mothers.

In the years ahead, we will explore the use of technology to expand our reach to single mothers across the Lower Mainland.

2020-2022 SINGLE MOTHERS' SUPPORT SERVICES PRIORITY ACTIONS

Short term

Ensure programs are inviting and accessible to all individuals who identify as single mothers.

Explore the use of technology to expand program delivery.

Ongoing

Focus on diverse programming to support personal and economic independence.

Seek opportunities for new partnerships.

2020-2022 YOUTH EDUCATION PRIORITY ACTIONS

Short term

Ensure participants are supported to participate in programs that align with their self-identified gender.

Focus on volunteer facilitator and mentor recruitment and training.

Short- to mid-term

Implement and evaluate the impact of the Dating Safe program on youth's attitudes and experiences with dating violence.

Ongoing

Build funder support to sustain programs across Metro Vancouver.

YOUTH EDUCATION

YWCA Metro Vancouver is committed to supporting youth to develop the knowledge and skills to make positive choices, develop healthy relationships and make the transition from childhood to adolescence. Our after-school programs have built on our history and reputation for providing innovative and supportive programs to young people.

In 2019 we are launching a program called Dating Safe in Vancouver and Surrey high schools. This program will deepen youth's understanding of healthy relationships and equip them with tools to recognize and prevent dating violence.

ACCOUNTABLE, SUSTAINABLE YWCA

COMMUNICATING OUR IMPACT

For more than a century, YWCA Metro Vancouver has worked to advance women's equality.

To communicate our vision and story, we have created a reliable and consistent brand voice that directly informs our communities, volunteers, partners and donors about what we do and why our work matters.

As we approach our 125th anniversary in 2022, this is a time to reflect on our past and our legacy, build on our progress and create a strong vision for our future—one that applies an intersectional lens and thoughtfully addresses contemporary issues such as gender identity and reconciliation. We must also focus on building relationships with the next generation of leaders and change makers. With this in mind, we will explore a strategic rebrand that builds on 125 years of transformative work and positions the YWCA for another 125 years of social change.

This is an exciting time for gender equality, with unprecedented awareness about many of the issues impacting women and girls, from #MeToo and sexualization to the invisible costs of unpaid care. We are also developing deeper relationships with Indigenous women and girls to contribute to their safety and support their culture. We will harness this momentum to mobilize public support and advocate for systemic change to address the root causes of social inequality.

Digital technology has profoundly reshaped the way we tell our story and deliver on our mission. With this in mind, we will undertake a four-year digital communications transformation to reach new audiences, engage people in new ways, build a stronger supporter base and scale our communications and advocacy campaigns.

The YWCA is proud to employ a workforce that reflects the diverse populations we serve. We will continue our work to ensure that diversity is reflected strongly across our communications activities.

2020-2022 COMMUNICATING IMPACT PRIORITY ACTIONS

Short- to mid-term

Undertake a digital communications transformation.

Explore a strategic rebrand in advance of our 125th anniversary.

Ongoing

Embed our commitment to truth and reconciliation across our communications and advocacy activities.

Ensure diversity is reflected across our communications activities.

2020-2022 DONOR SUPPORT PRIORITY ACTIONS

Short term

Complete North Vancouver housing community capital campaign.

Short- to mid-term

Promote major gifts, legacy giving and endowment growth through the Next 125 campaign.

Ongoing

Build endowment through legacy gifts.

Increase major gifts from individuals and corporations.

Continue to seek partnerships and opportunities for new housing communities.

DONOR SUPPORT

To ensure YWCA Metro Vancouver's long-term financial sustainability in an increasingly competitive fundraising environment, we employ a diversified fund development strategy. Fundraising activities include monthly giving, direct mail, major gifts, legacy giving, gifts in-kind, special events, sponsorship and a thrift shop. We also engage in capital campaigns to support the growth of our housing portfolio.

In 2018, we launched The Next 125 in anticipation of our 125th anniversary in 2022. The Next 125 promotes major gifts, legacy giving and endowment growth by raising $10 million through contributions of $25,000 or more.

We also operate the YWCA Thrift Shop and host special events, including the YWCA Women of Distinction Awards, which recognizes the achievements of exceptional women and organizations.

We are proud to have been accredited under Imagine Canada's Standards Program and remain committed to full transparency and accountability in our financial reporting and donor relationships.

2020-2022 FINANCIAL HEALTH AND SUSTAINABILITY PRIORITY ACTIONS

Ongoing

Build capital reserve through operating surpluses and undesignated bequests.

Focus on revenue diversification.

Monitor investment performance and alignment of investment policy.

Ensure annual balanced budgets.

FINANCIAL HEALTH AND SUSTAINABILITY

Long-term reserves are critical to ensuring the future stability and sustainability of YWCA Metro Vancouver. We continue to grow our reserves while diversifying annual funding between self-generated and government revenues. This strategy ensures that we are not dependent on any one source of funding.

The YWCA has assets in land and buildings appraised at close to $120 million. The contribution target to our capital reserve is reviewed each year. We have an investment portfolio of over $8 million, with the funds invested in socially screened instruments. This portfolio's long-term growth and security is critical to our operations.

Consistent with risk management objectives, the YWCA has established a rolling plan to continually review controls within the finance and accounting functions and complete regular reports on the adequacy of these controls.

RISK MANAGEMENT

Risk management is an integrated part of strategic and business planning, operational performance and organizational and program objectives.

Our risk management plan identifies the strategic, operating, compliance, environmental and reputational risks associated with our work. It also identifies the controls and systems required to manage these risks and emphasizes the value of ongoing employee communication and training to build a culture of awareness and vigilance. A current priority risk area is in cyber, privacy and data security risks.

2020-2022 RISK MANAGEMENT PRIORITY ACTIONS

Ongoing

Build a culture of risk awareness among employees, integrating risk management into daily activities and processes.

Annually review the organization's risk matrix, including the capital project risk matrices.

Continue to build our awareness of cyber, data security and privacy risks and strategy to manage ongoing trends and threats.

Test the organization's Business Continuity Plan.

IMPACT AND RESULTS

The Balanced Scorecard Performance Measurement System is a tool we use to gather evidence of our progress towards our goals and objectives and to communicate with stakeholders.

We measure against four objectives:

- Serve the client.
- Run the business.
- Learn and grow.
- Be financially healthy.

It is imperative that we can demonstrate the impact of donors' and supporters' contributions. Therefore, we look at both financial measures of success and at the positive impact we have on clients' lives.

2020-2022 IMPACT AND RESULTS PRIORITY ACTIONS

Short- to mid-term

Align our measures of the impact of our work with current research and evidence.

Develop tools to measure our progress and contribution to reconciliation, responding to the Truth and Reconciliation Commission's 94 "Calls to Action."

Ongoing

Develop scorecards as new programs are undertaken.

Continue to refine and track success measures.

2020-2022 OUR PEOPLE PRIORITY ACTIONS

Short- to mid-term

Continue to enhance employee cultural awareness, knowledge and skills, particularly as it relates to Indigenous cultural sensitivity.

Ongoing

Provide leadership and development opportunities for Indigenous peoples and youth.

Focus on total compensation at the 50th percentile of the market.

Focus on offering professional and leadership development opportunities.

OUR PEOPLE

Recruitment, professional development and retaining a highly skilled and diverse workforce are top priorities for YWCA Metro Vancouver.

YWCA employees are highly engaged. Participation in our 2017 employee engagement survey was an outstanding 95%, with an overall engagement score of 94.2%. We will continue to respond to employee feedback and build on our successes.

The YWCA offers competitive total compensation, including benefits, a defined pension plan and wages at the 50th percentile of the market, providing career advancement and leadership opportunities to high-potential employees. Supporting YWCA's youth and Indigenous staff are also ongoing priorities.

We value the health of our staff and the clients we serve, and it is important to us that they feel safe and supported while engaging with each other. We have a comprehensive health and safety program that equips staff with the skills to deal with increasingly complex client issues. We are committed to embedding a culture of reconciliation across the organization, including training for staff.

We employ a highly diverse workforce, where 54.5% of our employees identify as belonging to a visible minority and 4.5% identify as Indigenous. This compares favourably with Vancouver's 2016 census data, which records 49% visible minorities and 2.5% Indigenous peoples across the Metro Vancouver area.[15] Our staff is more than 80% women.

We are especially proud of those employees who begin their involvement with the organization as clients, successfully complete our programs, further develop their skills and are ultimately hired by the YWCA.

2020-2022 ENVIRONMENTALLY SUSTAINABLE PRACTICE PRIORITY ACTIONS

Ongoing

Select environmentally sustainable products and suppliers.

Promote sustainability efforts through educational initiatives.

Ensure reserve funds are invested through socially responsible investment screens.

Develop and nurture the rooftop garden to meet our harvest goal of one tonne per year.

Grow a range of Indigenous plants to support cultural connection and ceremony.

ENVIRONMENTALLY SUSTAINABLE PRACTICES

Creating a healthy society requires an integrated vision that links our social, economic and physical environments. We have made capital improvements with the goal of saving energy, reducing water consumption and greenhouse gas emissions and achieving operating savings over time. We select the most economical and environmentally sustainable products and suppliers. Our "Reduce, Reuse, Recycle" program raises awareness and reduces our environmental footprint. TheYWCA Metro Vancouver's investment funds are invested in socially responsible investment screens that reflect our values in contributing to positive social change.

The value we place on environmental sustainability is reflected in the conversion of our ornamental rooftop garden, located at the YWCA Program Centre, to a productive farm garden that provides fresh fruits and vegetables for women and children accessing YWCA programs. Since the garden was first converted, we have harvested more than 7,500 kilograms of produce.

Indigenous knowledge keepers from our programs also use the garden to grow Indigenous plants, which are then used in traditional ceremonies that support healing and cultural connection for Indigenous community members.

15 City of Vancouver, "Memo - City of Vancouver 2016 Census - Indigenous Peoples, Immigration and EthnoCultural Diversity" (2017), 2,8, https://vancouver.ca/files/cov/2017-10-27-city-of-vancouver-2016-census-indigenous-peoples-immigration-and-ethno-cultural-diversity.PDF

VOLUNTEER SERVICES

Consistent with worldwide trends, YWCA Metro Vancouver is experiencing a significant shift in the interests and expectations of our volunteers. Volunteers are increasingly interested in short-term opportunities that accommodate their busy schedules, align with their values and meet their personal and professional goals.

> *"It's wonderful to be able to give back, even in such a small way."*
>
> *JOAN, CRABTREE CORNER FAMILY BREAKFAST VOLUNTEER*

In 2019, we will further emphasize linking the work of volunteers to the YWCA's strategic goals, and on customizing recognition so that our volunteers feel connected and know they are appreciated. We will work with organizations and professionals whose values align with the YWCA to support their goals of building engaged teams while contributing to our work in the community.

2020-2022 VOLUNTEER SERVICES PRIORITY ACTIONS

Short- to mid-term

Develop new strategies to engage skilled volunteers.

Partner with professionals and organizations willing to donate their time and expertise.

Ongoing

Explore new opportunities for corporate and group volunteerism, while ensuring that the needs of the YWCA are met.

Communicate the impact volunteerism has on YWCA strategic goals and the community.

YWCA CANADA AND WORLD YWCA

As one of YWCA Canada's largest member agencies, we take leadership in a variety of important areas.

Our goals are to:

- Support YWCA Canada's leadership development objectives by providing support to our peer organizations as appropriate.
- Support YWCA Canada's pan-Canadian fundraising and advocacy strategies as a key member of these committees.
- Support YWCA Canada's International Cooperation Committee by providing expertise, financial aid and advice to international projects as is feasible.
- Support the World YWCA and member countries around the globe.

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PROGRAM LOCATIONS

1 YWCA Program Centre
2 YWCA Crabtree Corner
3 YWCA Cause We Care

SOCIAL ENTERPRISES

1 YWCA Health + Fitness
4 YWCA Hotel/Residence
5 YWCA Thrift Store

EARLY LEARNING AND CHILD CARE

1 Leslie Diamond
2 Crabtree Corner
6 Citygate
7 Emma's Early Learning

EMPLOYMENT SERVICES

1 Aspire
3 Changing Gears
3 Tech Connect
3 Tourism Essentials
8 FOCUS@Work
9 WorkBC North Vancouver
9 WorkBC One Stop Career Shop –Youth Satellite
9, 11 Job Futures 55+
10 WorkBC Vancouver South
11 WorkBC Midtown West
12 WorkBC Vancouver City Centre
13 WorkBC Career Zone– Youth Satellite
13 Strive
14 WorkBC Coquitlam
15 Elevate Skills
15 WorkBC Port Coquitlam
16 WorkBC Port Moody
35 Survive to Thrive

HIGH SCHOOL MENTORSHIP

17 Britannia Secondary
18 Burnaby Central Secondary
19 Churchill Secondary
20 David Thompson Secondary
21 Gladstone Secondary
22 Heritage Woods Secondary
23 John Oliver Secondary
24 King George Secondary
25 McRoberts Secondary
26 Moscrop Secondary
27 Pinetree Secondary
28 Point Grey Secondary
29 Templeton Secondary
30 Tupper Secondary
31 Vancouver Technical Secondary
32 Windermere Secondary

HOUSING

2 Crabtree Corner
3 Cause We Care House
4 YWCA Hotel/Residence
33 Alder Gardens
34 Cheshá7min-aw̓txw
35 Como Lake Gardens
36 Como Lake Mews
37 Fraser Gardens
38 Semlin Gardens
69 Pacific Spirit Terrace

INDIGENOUS MENTORSHIP - CIRCLE OF SISTERS

20 David Thomson Secondary
32 Windermere Secondary
39 Grandview/?uuqinak'uuh Elementary

SINGLE MOTHERS' SUPPORT SERVICES

1 YWCA Program Centre
2 Crabtree Corner
33 YWCA Alder Gardens
40 Abbotsford Community Services
41 Burnaby Family Services
42 Encompass Support Services Society
43 Family Education and Support Centre
44 Gordon Neighbourhood House
45 Hope Community Church
46 Kitsilano Neighborhood House
47 Little Mountain Neighbourhood House
48 Metrotown Community Resource Centre
49 Mount Pleasant Neighbourhood House
50 Pacific Autism Family Network
51 South Vancouver Neighbourhood House
52 Tri-Cities East Neighbourhood Centre
53 UBC

VIOLENCE PREVENTION PROGRAMS

2 Seeds of Independence
3 Stopping the Violence Outreach Group
38 Legal Education

YOUTH EDUCATION PROGRAMS

19 Churchill Secondary
32 Windermere Secondary
54 Clayton Heights Secondary
55 Cook Elementary
56 Cunningham Elementary
57 Douglas Elementary
58 Earl Marriott Secondary
59 Fleming Elementary
60 Gordon Elementary
61 Guildford Park Secondary
62 Hastings Elementary
63 Henderson Elementary
64 Lord Tweedsmuir Secondary
65 North Surrey Secondary
66 Sexsmith Elementary
67 Sullivan Heights Secondary
68 Tecumseh Elementary