



BUILDING BETTER FUTURES
for women and their families

INTRODUCTION

This plan defines high-level strategic directions for advocacy, core service areas and operations for YWCA Metro Vancouver. It also documents our progress and serves as a guide for departmental activities and program development as they relate to the ongoing, mission-based work of the organization.

The strategic directions highlighted in this plan will be integrated into our 2015 Balanced Scorecard, translating mission into action and action into outcomes, as we move forward to achieve the desired future for YWCA Metro Vancouver and those we serve.

VISION

To achieve 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.

BALANCED SCORECARD

- ✓ SERVE THE CLIENT
- ✓ RUN THE BUSINESS
- ✓ LEARN & GROW
- ✓ BE FINANCIALLY HEALTHY

Underpinning our strategic plan is the Balanced Scorecard Performance Measurement System, which tracks performance in all YWCA programs and departments. The four categories within the Balanced Scorecard are serve the client, run the business, learn and grow and be financially healthy.

ADVOCACY

Universal Early Learning & Child Care

Affordable Housing

Support for Single Mothers

Women's Safety & Healthy Relationships

Work/Life Balance & Family Friendly Workplaces

CORE SERVICES

PROGRAMS & SERVICES

Community Services for Seniors

International Services

Crabtree Corner

Mentorship

Early Learning & Child Care

Single Mothers' Support Services

Employment Services

Youth Education

Housing

SOCIAL ENTERPRISES

Health + Fitness Centre

Hotel

Thrift Shop

OPERATIONS

Balanced Scorecard

Human Resources

Communications & Marketing

Sustainability

Finance & IT

Risk Management

Fund Development

Volunteer Services





OUR 2015 STRATEGIC PLAN AT A GLANCE

RANGE: SHORT-TERM 0-2 YRS









MID-TERM 2-5 YRS

LONG-TERM 5-10 YRS

ADVOCACY STRATEGIES	RANGE
<ul style="list-style-type: none"> Targeted engagement of business, community and government leaders to: <ul style="list-style-type: none"> Build support for a new family policy framework to support the generation raising young children Build understanding of the economic cost/benefit of public investment in the early years Promote an integrated vision of the learning and child care that provides a seamless day for children and demonstrates the value of play-based learning and qualified educators 	Ongoing
<ul style="list-style-type: none"> Build awareness and understanding of the importance of early social and emotional development to lifelong health and success 	Ongoing
<ul style="list-style-type: none"> Integrate advocacy messages (housing, women's safety, work/life balance and support for single mothers) in YWCA materials and CEO speaking opportunities 	Ongoing
<ul style="list-style-type: none"> Raise public awareness of the inappropriate sexualization of women and girls in contemporary media 	Short- to mid-term
<ul style="list-style-type: none"> Work with governments and community partners to implement reforms to better serve mothers without legal status in Canada 	Short- to mid-term

CORE SERVICE AREAS	STRATEGIES	RANGE
 Community Services for Seniors	<ul style="list-style-type: none"> Assess opportunities to provide new services for seniors Facilitate older workers participation in the labour force Conclude the Community Action on Elder Abuse project 	Ongoing Ongoing Short-term
 Crabtree Corner	<ul style="list-style-type: none"> Evaluate programs to ensure that they continue to meet the many needs of program participants Work with clients, supporters and peer organizations to expand YWCA services offered in the Downtown Eastside Assess the case coordination model implemented to assist staff with complex client issues 	Ongoing Short-term Short-term
 Early Learning and Child Care	<ul style="list-style-type: none"> Monitor the Pyramid Model at Crabtree Corner and Emma's. Implement the model at other childcare centres when feasible Educate parents, YWCA supporters and government officials about the true cost/benefits of quality care Educate parents and community partners about the benefits of play-based learning Raise awareness about the Heart/Mind Index and its importance as a population-wide measure of the social and emotional development of children. Work with partners to develop resources for parents and educators that reflect this emerging body of knowledge 	Short-term Short-term Short-term Mid-term
 Employment Services	<ul style="list-style-type: none"> Seek new and diversified funding sources for all employment programs Strengthen connections with the business community on WorkBC contracts and other employment programs Facilitate older workers' participation in the labour force Collaborate with service providers and provincial government representatives to ensure quality service for program participants 	Ongoing Ongoing Ongoing Short-term

CORE SERVICE AREAS	STRATEGIES	RANGE
■ Health + Fitness	<ul style="list-style-type: none"> • Focus on member growth through individual, corporate and group business • Focus on member retention through excellent customer service • Provide personalized services to meet the needs of members and the community 	Ongoing Ongoing Ongoing
■ Hotel and Housing	<ul style="list-style-type: none"> • Build partnerships with housing providers to improve access for single mothers and their children, and at-risk women • Design and develop new housing projects in collaboration with community and government partners: <ul style="list-style-type: none"> - Cause We Care House - Fire Hall Housing - Como Lake Mews - North Shore Housing • Explore new opportunities to develop housing for single mothers, marginalized women and mature single women • Undertake Hotel/Residence expansion as market conditions or funding opportunities warrant 	Ongoing Short- to mid-term Mid- to long-term Mid- to long-term
■ International Services	<ul style="list-style-type: none"> • Participate in YWCA Honduras and Columbia projects • Provide support to the Serbian Apatin Women's Centre • Explore opportunities to share YWCA Metro Vancouver best practices in other countries 	Ongoing Ongoing Ongoing
■ Mentorship	<ul style="list-style-type: none"> • Implement new mentorship initiatives as funding and partnership opportunities arise • Focus on mentee recruitment and engagement for the Aboriginal Mentorship Program • Develop and implement a long-term evaluation strategy for the High School Mentorship Program 	Ongoing Short-term Short- to mid-term
■ Single Mothers' Support Services	<ul style="list-style-type: none"> • Focus on diverse programming to support personal and economic independence • Explore use of technology to expand program delivery • Build funder support for Fraser Valley-based services 	Ongoing Short-term Short-term
■ Youth Education	<ul style="list-style-type: none"> • Explore and implement technology-based options for service delivery where feasible • Focus on volunteer facilitator and mentor recruitment • Build funder support to expand programs across Metro Vancouver 	Short-term Short- to mid-term Mid-term

OPERATIONS	STRATEGIES	RANGE
 Balanced Scorecard	<ul style="list-style-type: none"> Develop new scorecards as new programs are undertaken Continue to refine and track success measures Develop Program Impact Statements for programs as needed 	Ongoing Ongoing Ongoing
 Communications and Marketing	<ul style="list-style-type: none"> Build an internal culture of story-sharing to enhance profile and donor support Include advocacy messages in YWCA communications materials as appropriate Increase media coverage and online presence 	Ongoing Ongoing Short- to mid-term
 Finance	<ul style="list-style-type: none"> Build capital reserve through operating surpluses and undesignated bequests Focus on revenue diversification and ensure that the organization is not dependent on any one source of funding Continue to monitor pension solvency issue Explore opportunities for new social enterprise activities Monitor investment performance and alignment of investment policy Ensure annual balanced budgets 	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing
 Fund Development	<ul style="list-style-type: none"> Build endowment through legacy gifts Increase major gifts from individuals and corporations Identify funding opportunities for youth and seniors and mental health issues Build capital campaigns for the Fire Hall and North Vancouver housing communities Complete capital campaigns for Cause We Care House and Como Lake Mews Undertake endowment campaign when circumstances are appropriate 	Ongoing Ongoing Ongoing Ongoing Short-term Mid- to long-term
 Human Resources	<ul style="list-style-type: none"> Conduct periodic employee engagement surveys Focus on paying at the 50th percentile of the market Focus on offering professional and leadership development opportunities Build on our reputation as a supportive and family-friendly organization to optimize recruitment and retention 	Ongoing Ongoing Ongoing Short- to mid-term
 Risk Management	<ul style="list-style-type: none"> Build a culture of risk awareness among employees Annually review key risk areas, including capital projects risk Integrate risk management into daily activities and processes Develop risk scenarios and provide training to staff to build awareness of policies, procedures and expectations 	Ongoing Ongoing Ongoing Ongoing
 Sustainability	<ul style="list-style-type: none"> Select environmentally sustainable products and suppliers as a priority Promote sustainability efforts through educational awareness initiatives Ensure reserve funds are invested through socially responsible investment screens Develop/nurture the rooftop garden to meet our harvest goal of one ton per year Achieve Gold LEED certification for the Cause We Care House and Fire Hall projects 	Ongoing Ongoing Ongoing Ongoing Short-term
 Volunteer Services	<ul style="list-style-type: none"> Partner with companies through corporate and group volunteerism, while ensuring that the needs of the YWCA are met Raise awareness about the value of volunteer support to YWCA programs and client outcomes Develop new strategies to engage skilled volunteers, young professionals and youth 	Ongoing Ongoing Short- to mid-term

THE CURRENT ENVIRONMENT

The global economic downturn of 2008 and 2009 brought significant challenges for all sectors of the economy and the subsequent path to recovery has been slow. In the ensuing years, many non-profit organizations have been seriously impacted by reductions in donations and earned revenue as the demand for services has increased. While not immune to these challenges, the YWCA has managed effectively in this environment, due to diversified revenues and a culture of prudent fiscal management. The organization has continued to achieve solid financial results, while implementing new initiatives in response to critical community needs.

While the economic picture has improved in recent years, there remains considerable uncertainty about the future performance of the local and global economy. A combination of factors—challenges in the US and European economies, a slowdown of China's economy, a forestry sector in transition, the high cost of housing and a weak export base—all indicate that economic recovery will continue to be slow and the job market will lag.

Here in BC, our low birth rate and aging population compound concerns about long-term competitiveness, generating new financial and human resource challenges for the YWCA, while increasing demand for our services. We expect the years ahead to bring greater retrenchment in government funding at all levels and increased competition in

fundraising. Strong emphasis on short- and long-term financial strategy will continue to be critical.

The stock of human capital is key to BC's long-term success. Groundbreaking work by the University of British Columbia's Human Early Learning Partnership (HELP) demonstrates that one-third of BC children entering kindergarten do not have the skills they need to learn and thrive both now and in the future. This developmental vulnerability is three times what it should be and is not relegated to the poor—it is a middle-class problem.

Economic analysis demonstrates that our failure to reduce child vulnerability is depleting our future stock of human capital, causing BC to forgo 20% in GDP growth over the next 60 years—an amount that is 10 times the total provincial debt load. Addressing this challenge is critical to building the creative capacity in our labour force that will enable BC to compete effectively in the global, knowledge-based and technology-driven economy.

Sadly, Canada has become a country in which it is far harder to raise a young family. UNICEF and the Organisation for Economic Co-operation and Development rank Canada among the very worst industrialized countries when it comes to investing in families with preschool-aged children. Our country's economy has doubled since the mid 1970's, yet the reality for parents with preschool-aged children is a decline in the standard of living. These families struggle with



MORE THAN 44,000 TIMES IN 2013, PEOPLE IN OUR COMMUNITIES TOOK ADVANTAGE OF OUR 50 PROGRAMS AND SERVICES OFFERED IN 62 LOCATIONS THROUGHOUT METRO VANCOUVER.

stagnant incomes, the rising cost of housing and lack of time to participate in family and community activities. The YWCA will work to advance a new family policy vision that will enable these families to earn a living while raising a family.

On the other end of the spectrum, we see many seniors choosing to work beyond conventional retirement age—either from financial necessity or for reasons of personal and professional fulfillment. The YWCA will build on our employment expertise to facilitate their participation in the labour force, while recognizing their increasing importance to our economy.

The discourse on how best to address the human capital shortage has also largely ignored the fact that many BC women are under-employed in part-time roles or positions that do not fully utilize their education and experience. More women than men now have university degrees; however, public policy and prevailing social norms still discourage many from assuming a full and equal role in society.

In terms of women's equality, we see that Canadian women enjoy a measure of freedom and legal equality not experienced by most women in many countries around the world. Yet, in recent decades, there has been little progress towards gender equality on key social

indicators and even a backwards trend on some. Although women now comprise half the paid labour force there has been no change in the gender earnings gap. Women working full time still earn just 72 cents for every dollar earned by men, and numerous studies confirm that women still carry a disproportionate share of unpaid work—housework and child and elder care.

It may seem counter-intuitive, but women's share of senior and executive management positions is actually dropping. We have long believed that the first female executives would lead the way for other women to assume these roles, but the statistics show that the path of senior leadership is one that fewer women are able, or are choosing, to follow. Work/life conflict and lack of quality early learning and child care are key reasons why women are struggling with and, in many cases, forgoing these roles. The YWCA understands the economic and social benefits that will result from supporting the best-educated generation of women in our history to use their skills and education fully. There is also much to gain by assisting women at the lower end of the income spectrum to enhance their employability.

“Canada ranks 23rd among 34 OECD countries in terms of income inequality, and BC’s wealth gap is among the largest in Canada...”

Canada ranks 23rd among 34 OECD countries in terms of income inequality, and BC’s wealth gap is among the largest in Canada. BC also has the highest poverty rate in Canada.

Single moms and their children remain the poorest families in BC—they have the most difficulty finding affordable housing, the least chance of owning their own homes and are among the most likely to go hungry. This is a common experience for many YWCA program participants.

Contradictory social policies that force single parents into the workforce without access to child care, housing or training serve only to reinforce this social inequality and the social costs that result. We recognize that broader systemic change is required to significantly reduce poverty and reap the benefits in reduced crime, increased educational attainment and improved physical and mental health for BC citizens.

Vancouver remains Canada’s least affordable city for housing and YWCA waiting lists continue to increase. This means that the provision of safe, affordable housing for women will continue to be a key focus for service expansion and advocacy.

We are experiencing increased demand for services for seniors, as a reflection of the major demographic shifts in Canadian society. Front-line staff are also reporting a higher incidence of mental health and substance use issues among clients.

Sadly, there has been no positive movement on rates of violence against women in recent years and we will continue to develop new services that assist women leaving violence to build personal and economic independence. The sexualization of young girls and women in contemporary media is increasingly of concern—we will work to raise public awareness about this issue and counteract this disturbing trend.

The rapid pace of technological advancement offers enormous potential for both positive and negative effects on our society and economy. A 2013 Oxford study (*The Future of Employment: How Susceptible are Jobs to Computerization*) revealed that over the next two decades up to 47% of traditional jobs in the US economy could be lost due to computerization, transforming current social and economic structures and reinforcing and exacerbating global trends in income inequality.

Also of concern to the YWCA is the effect this technological advancement could have on women in the workforce. Restructuring of the labour force could uproot the professional advancements women have made in recent decades—squeezing women out of the workforce in a manner similar to the post-WWII era.

It is interesting that Canadian women 24 to 35 now hold nearly 60% of degrees in science and technology, comprise the majority of internet and social media users and are the leading consumers of internet-enabled devices. Yet, we see a

decline in the number of women working in this growing sector of the economy. Again, this is for reasons the YWCA has long understood—work/life conflict, lack of high quality child care and the absence of mentors and champions committed to workplace gender parity.

The YWCA will also work to better understand the effects of technological innovation on the economy, the labour force and the physical and social development of children and youth. We will work to ensure that our program delivery and advocacy efforts reflect this changing reality and are geared to support optimal outcomes.

The increasing diversity of the Metro Vancouver population is reflected in the YWCA’s client base and will continue to be an important factor in the Metro Vancouver economy. We are proud to employ a highly diverse workforce, providing services that reflect the needs of our program participants and position the YWCA to compete effectively in the competitive labour market.

Research and evidence reinforce the critical role of YWCA Metro Vancouver in Greater Vancouver—providing essential services and advocating for social change as we build better futures for women and their families.



*"IT WAS REALLY SCARY, BUT NOW I FEEL
GRATEFUL WAKING UP EVERY DAY,
... feeling safe and happy, and I can't put a price on that."*

- CARLA, FORMER SINGLE MOTHERS' SUPPORT SERVICES PARTICIPANT

ADVOCACY

YWCA Metro Vancouver is committed to advocating for social change to promote the full realization of women's equality. Our work aims to address the systemic causes of poverty and social inequality and the specific challenges faced by single mothers. This section outlines key advocacy issues and strategies.

As always, our advocacy positions are grounded in our front-line service delivery and informed by current research. We will continue to collaborate with partners such as the University of British Columbia's Human Early Learning Partnership (HELP),

the United Way of the Lower Mainland and women's equality organizations. We will also help to advance the advocacy work of YWCA Canada and its member agencies.

As the pace of change in our society accelerates, driven by technological innovation in a global economy, our strategies must relate women's equality to prosperity broadly defined as economic, environmental, social and political well-being.

A strategic and sustained approach to advocacy is fundamental to promoting

positive, systemic social change. By allocating resources to advocacy, we will be positioned to expand our influence on key issues and respond to new opportunities as they arise.

FAMILY POLICY AND UNIVERSAL EARLY LEARNING AND CHILD CARE

YWCA Metro Vancouver has consistently advocated for public investment to build a national system of affordable early learning and child care that is accessible for all children. This is fundamental to our mission and will continue to be a key advocacy focus. Our goals are to support

the healthy development of children, build a strong economy and achieve women's equality.

Sadly, today only 67.5% of BC children arrive at kindergarten meeting all the developmental benchmarks they need to thrive both now and in the future; 32.5% are developmentally vulnerable. This means that nearly one in three children is at risk of failing to develop into the healthy, well-educated, innovative and productively employed adults we need to secure our long-term economic sustainability.

Yet, a compelling body of research confirms that high-quality early learning and child care “sets the foundation for lifelong learning, behaviour and health” (Margaret McCain and Fraser Mustard, *Early Years Study: Reversing the Real Brain Drain*, 1998). The period from birth to six years is the most rapid period of brain development, with maximum refinement in social and emotional functioning, language, cognition, vision and hearing.

“Sadly, today only 67.5% of BC children arrive at kindergarten meeting all the developmental benchmarks...”

Numerous studies demonstrate that such investment also generates significant economic benefits. Nobel laureate and University of Chicago economist James Heckman concludes, based on his study of neuroscience, that “investment in the pre-school years raises the productivity of schooling and training” and attributes broader benefits to individuals and society through better health outcomes and reduced crime (James Heckman, *The Productivity Argument for Investing in Young Children*, 2004).

A 2012 study of Quebec’s universal child care program, first introduced in 1997, found that in 2008 alone their \$7/day program allowed nearly 70,000 more mothers to hold jobs and resulted in a 1.7% increase to Quebec’s GDP (Pierre Fortin et al., *The Impact of Quebec’s Universal Low Fee Childcare Program on Female Labour Force Participation*,

Domestic Income and Government Budgets, 2012).

The Canadian economy has doubled in size since the mid-1970’s, however despite this additional prosperity, the standard of living has declined for the generation raising young children.

UBC HELP’s research team has also developed a comprehensive policy framework that is built on a foundation of scientific evidence about the importance of the early years. This framework includes three major policy thrusts: benefits for all new parents in the first 18 months of their children’s lives; high-quality, accessible child care services for all who need them; flexible working hours to allow parents to balance the demands of work and home life.

While there are significant costs associated with implementing this vision, analysis demonstrates that it will reap spectacular economic returns. Over 60 years, the benefits outweigh the cost by more than 6 to 1, with a substantial portion of costs recovered in the short and middle terms through productivity gains from increased labour supply—especially among women; productivity gains from reduced absenteeism and improved work/life balance; child welfare and health savings and reductions in crime and expenditures on the justice system.

Flowing from this work, UBC HELP has also hosted and facilitated the Generation Squeeze Campaign which aims to advance policy change to address the needs of young families. The YWCA is pleased to collaborate with community



YWCA CEO JANET AUSTIN DISCUSSES THE SEXUALIZATION OF GIRLS AND WOMEN

partners such as Vancouver Foundation, United Way of the Lower Mainland, the YMCA and various Boards of Trade in support of Generation Squeeze.

In this period, where fiscal consolidation seems the over-riding priority of senior governments, theoretical support for early learning is often coupled with postponement of practical action until “healthier fiscal future” is achieved. In the meantime, however, many among the current generation of toddlers and newborns will not receive the support they need to face a world of work demanding resilience, skills and flexibility beyond that demanded of past generations.

We know that a long-term commitment is required to realize this new policy vision. We will continue to carry the message that this vision—providing comprehensive and high-quality early learning and care services, nested within a new family policy framework for the 21st century—

is key to leveling the field for all women and children, positioning BC as a leader in the global knowledge-based economy and achieving BC’s goals as they relate to literacy, healthy living and supporting children and families with diverse needs.

WORK/LIFE BALANCE AND FAMILY-FRIENDLY WORKPLACES

At the YWCA, we understand that work/life conflict is a societal issue, requiring a systemic response. Most families today need two incomes to manage and frequently both partners are under pressure to work increasingly longer hours.

We know that both women and men are affected by role overload, but research shows that it is women who are affected to a greater degree. Although an increasing number of men are playing a more active role at home, women still carry a disproportionate share of responsibility for unpaid work such as housework and child and elder care.

Surveys show that half of female executives would change jobs to achieve better balance and that flexibility is valued over salary. Flexibility is also emerging as a major concern for students and young graduates.

We will continue to encourage broader acceptance of family-friendly workplace practices, offering expertise to organizations seeking to improve productivity, retention and the working environment. As well, we will advocate for changes that address the imbalance in unpaid care, such as universal early learning and child care and pension or parental leave reforms that encourage men to play a stronger role in the domestic sphere.

WOMEN'S SAFETY AND HEALTHY RELATIONSHIPS

Violence against women is a systemic social problem that transcends class, culture and socio-economic conditions. In the absence of supports that enable women to live autonomously—early learning and child care, housing, training and legal aid—many women return repeatedly to abusive partners.

We know that domestic violence is a key factor that drives women into welfare dependency. It also has long-term, intergenerational implications since children who witness abuse are more likely to be aggressive.

The sexualization of girls and women in contemporary media is of increasing concern. Evidence suggests that women are three times more likely than men to

“... domestic violence is a key factor that drives women into welfare dependency”

be portrayed as sexually provocative in advertising and magazines and are frequently featured as decorative objects rather than as active users or consumers of products. As well, a variety of sources confirm a trend towards increasing sexualization of female athletes comparable to their overall increasing visibility, while male athletes are rarely depicted as sexual objects.

Most disturbing are the examples that permeate contemporary culture of the inappropriate imposition of sexuality on young girls. This is evident in:

- The availability of “sexy” clothing in child and teen sizes
- Beauty pageants for toddlers
- Teen magazine articles that promote physical fitness as a way to increase sexual desirability rather than health or that portray sexuality and the pursuit of males as the key/sole focus of life

It is well accepted that such sexualization can contribute to low self-esteem, body dissatisfaction, eating disorders and depression and can impair the ability of both males and females to establish healthy relationships. It is also linked to societal tolerance of sexual violence and exploitation of girls and women.



MORE THAN 340 CHILDREN RECEIVED QUALITY EARLY LEARNING AND CARE IN OUR 4 LICENSED CHILD CARE CENTRES IN 2013.

The YWCA will continue to raise awareness about the implications of violence in society and of the inappropriate sexualization of girls and women. We will advocate for reforms and supports that enable women to make a successful transition to economic independence and ensure their safety. We will also continue to educate youth about the behaviours and attitudes that are fundamental to healthy relationships.

AFFORDABLE HOUSING

Vancouver remains Canada's least affordable city for housing. With limited rental stock suitable for families—and virtually no new rental construction—the need for affordable family housing has never been greater. This problem is particularly acute for single mothers. At the YWCA, we continue to see lengthy waiting lists for our housing

communities and longer crisis stays at the YWCA Hotel/Residence.

The YWCA believes that we must address the root causes of poverty and social inequality by providing single mothers and their children with services such as affordable housing and quality early learning and child care.

We will continue to promote understanding of the importance of housing to creating a healthy society and will continue to advocate for greater investment in social and affordable housing options by the senior levels of government.

SUPPORT FOR SINGLE MOTHERS

In BC today, 21% of families with children are headed by single mothers—half of whom live in poverty. They have great difficulty obtaining affordable housing and are among the most likely people to go



hungry. These are common experiences for many YWCA program participants.

Research by HELP documents what single mothers and the YWCA have known for some time—the poverty in which many single mothers and their children live in is not a result of poor personal choices, but rather a combination of factors, including lack of child care and housing, low minimum wage, reductions to funding for education, as well as the challenge of balancing parental and work responsibilities. The YWCA has a special role to play in advocating on behalf of single mothers to reduce the barriers to their full participation in education, employment and economic independence.

LEGAL EDUCATOR AND MOTHERS WITHOUT LEGAL STATUS

Many of our program participants need support in addressing legal issues such as

applying for Legal Aid, Protection Orders, child custody and access to and eligibility for income assistance or social housing. The YWCA provides this assistance on an individual basis and educates staff, volunteers and clients through ongoing workshops on a range of relevant topics.

We will work to implement the recommendations in the Mothers Without Legal Status in Canada report. Commissioned by YWCA Metro Vancouver and funded by the Law Foundation of British Columbia, this report examined the circumstances for women most of whom have fled their relationships because of abuse—whose ex-partners cancelled their in-country sponsorship, leaving them without permanent status. While trying to rebuild their lives and adapt to a new country, these women are truly in limbo—unable to legally work, yet unable to leave

Canada and take their children with them due to family court orders.

We made significant progress in 2012 when the provincial government enacted changes to the Income Assistance Regulation that provides women who can substantiate abuse with access to income assistance. However, work remains to be done on other recommendations, in particular changes to federal policy that will fast-track residency status for these women, enabling them to work.

We will collaborate with local and national organizations and our counterparts in government to eliminate the unfair circumstances these women face. As well, we will continue to educate service providers on how best to advocate for women in these circumstances.

2015 ADVOCACY STRATEGIES

Targeted engagement of business, community and government leaders to:

- Build support for a new family policy framework to support the generation raising young children
- Build understanding of the economic cost/benefit of public investment in the early years
- Promote an integrated vision of early learning and child care that demonstrates the value of play-based learning, qualified educators and a seamless day for children.

Ongoing

Build awareness and understanding of the importance of early social and emotional development to lifelong health and success.

Ongoing

Integrate advocacy messages (housing, women's safety, work/life balance and support for single mothers) into YWCA materials and CEO speaking opportunities.

Ongoing

Raise public awareness of the inappropriate sexualization of women and girls in contemporary media. **Short- to mid-term**

Work with governments and community partners to implement policy and procedure reforms to better serve mothers without legal status in Canada. **Short- to mid-term**



*“THIS PROJECT
STRENGTHENS
THE CAPACITY OF
FRONT-LINE STAFF*

... across Canada to address the issues.”

- JEMMA, CAEA PROGRAM MANAGER

COMMUNITY SERVICES FOR SENIORS

The Community Action on Elder Abuse (CAEA) project, funded by the Federal Government of Canada's New Horizons for Seniors Program, has been a key focus for YWCA Metro Vancouver in recent years. The project is guided by an active and dedicated Seniors' Advisory Committee.

The goals of the program are to train front-line service providers to identify potential abuse or neglect of seniors and provide resources to respond appropriately. Culturally appropriate training and resource materials have been developed through conversations with seniors' focus groups.

Over the course of this three-year initiative, 250 facilitators across Canada will be certified and 2,500 front-line staff and volunteers will be trained to offer support to older adults who access their services. The project will wrap up in March 2015. The project complements existing elder abuse programs by expanding the group of allies in elder abuse prevention.

We have also been engaged by the federal government to gather information on the challenges faced by seniors across the country in connecting with appropriate community services.

Through our Job Options for Elder Workers programs, the YWCA has worked to facilitate the participation of older workers in the labour force, recognizing their importance to the economy and their need for financial stability and personal and professional fulfillment.

We will work to identify future opportunities to provide services for the senior's population.

2015 COMMUNITY SERVICES FOR SENIORS STRATEGIES

Assess opportunities to provide services for seniors. **Ongoing**

Facilitate older workers' participation in the labour force. **Ongoing**

Conclude the Community Action on Elder Abuse project. **Short-term**

DID YOU KNOW?

By 2031, seniors aged 65 and up will comprise nearly 25% of the population in Canada.

- Statistics Canada, *Profile of Canadian families and households*, 2001

CRABTREE CORNER FAMILY RESOURCE CENTRE

YWCA Crabtree Corner houses many programs and services under one roof to help marginalized women and families living in Vancouver's Downtown Eastside be healthier, safer, less isolated and empowered to make positive choices.

Crabtree Corner is unique in its innovative approach to holistic service delivery. We offer a rich array of programs to improve quality of life for our program participants and their children, including transition housing, early learning and care for children 0-6 and supports related to food and nutrition, parenting and aboriginal infant development, violence prevention, fetal alcohol spectrum disorder and community resources and referrals. We are also proud to house and partner with the Sheway program, a pregnancy outreach initiative that provides medical and social service supports to pregnant and parenting women who have substance use issues.

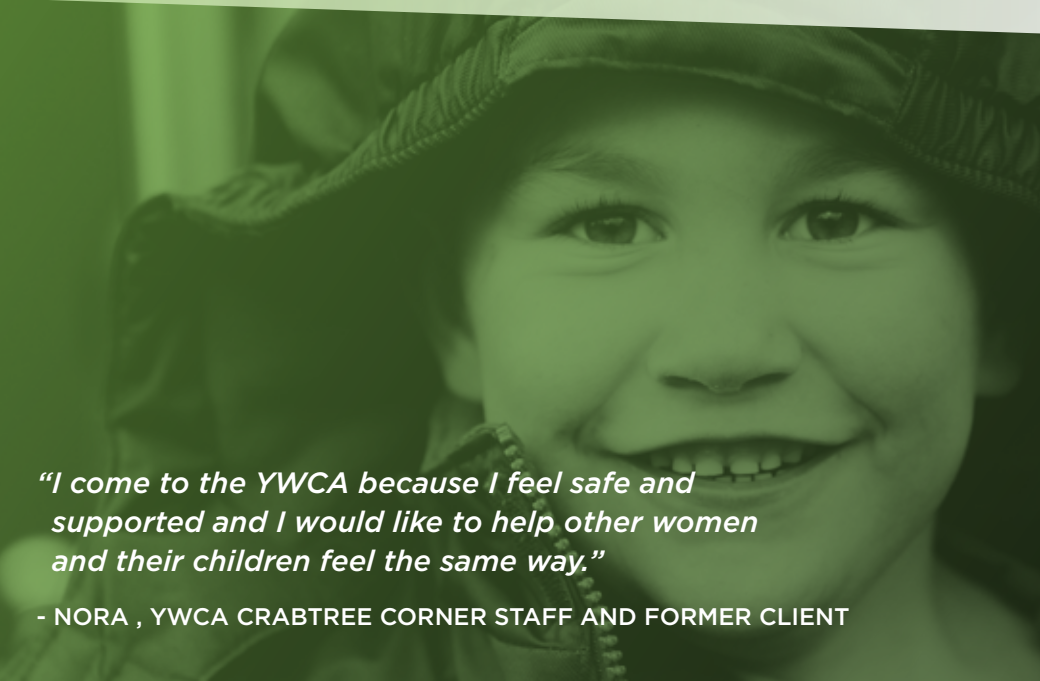
At Crabtree Corner, we serve a diverse population, with over 60% of program participants identifying as Aboriginal. We also serve women and children from Chinese, Vietnamese, Iranian, Latin American, Afro-Canadian, Korean and European backgrounds. Even though over 60% of program participants identify as Aboriginal, only 10% indicate that they speak an Aboriginal language. This is particularly noticeable in Books, Bags and Babies, our award winning, early childhood literacy program led

by Elders, where program participants are eager to learn more about their traditions, language, culture and how to nurture their children's early literacy.

More than half of Crabtree Corner program participants have not completed high school and of these 30% have not had any high school education. Without education and skills, it is virtually impossible for women to find employment and move out of poverty. Understandably, with 90% of Crabtree Corner program participants living significantly below the poverty line, stress due to food insecurity, housing, mental health, violence and addictions is significant. Therefore we strive to support women without judgment, helping them to feel empowered and take control of their lives.

Crabtree Corner now serves an increasing number of seniors, with 32% of program participants over the age of 50. These include elderly Chinese women struggling to obtain affordable housing and access to food and basic necessities, as well as Aboriginal grandparents responsible for raising their grandchildren at a time when they are ill-prepared physically, financially and psychologically.

YWCA Crabtree Corner employs a peer support model of service delivery. Many Crabtree Corner employees are women who have overcome challenges similar to those faced by our program participants. These employees are outstanding role



"I come to the YWCA because I feel safe and supported and I would like to help other women and their children feel the same way."

- NORA , YWCA CRABTREE CORNER STAFF AND FORMER CLIENT

models for the women they serve. Their personal examples help to reduce barriers to women accessing services at Crabtree Corner. As well, we aim to involve parents in all aspects of Crabtree Corner programs, from planning and implementation to evaluation.

In 2011, we announced a partnership with the City of Vancouver and the Vancouver Public Library (VPL) to develop a new facility close to our Crabtree Corner location. This facility will house a new Strathcona Branch Library, twenty-one units of housing for single moms and their children and program space to complement our existing Crabtree Corner services. The YWCA component of the project will be called YWCA Cause We Care House, in recognition of a lead donation from Cause We Care Foundation.

2015 CRABTREE CORNER STRATEGIES

Evaluate programs to ensure that they continue to meet the many needs of program participants. **Ongoing**

Work with program participants, supporters and peer organizations to expand YWCA services offered in the Downtown Eastside. **Short-term**

Assess the case coordination model implemented to assist staff with complex client issues. **Short-term**

DID YOU KNOW?

689 women, men and children benefited from YWCA Crabtree Corner Community Resource Centre's services last year.

EARLY LEARNING AND CHILD CARE

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

The YWCA employs a “play-based” approach to supporting the optimal learning and development of young children. There is considerable evidence which suggests children who engage in quality play experiences are more likely to have well-developed memory skills, language development and the ability to regulate their behaviour—promoting confidence, school adjustment and academic learning. We will work to educate parents and community partners about the benefits of play-based learning.

As part of the goal of reducing child vulnerability, the YWCA has an interest in building understanding about the Heart/Mind Index, a population-level snapshot of the social and emotional development of children in BC. Children with strong social and emotional skills are less aggressive, can handle difficult emotions and have lower levels of emotional distress—key predictors of positive mental health and social competence in adulthood. This emerging body of knowledge offers important potential to develop resources for parents and educators that support the optimal development of young children.

We also recognize that technology is playing an increasingly larger role in the lives of all people, including infants, toddlers and preschool children. It is important that

we work to better understand the impact of technology on child development, particularly in the early years. We are also committed to providing an early learning curriculum that promotes the healthy development of children and we will ensure that any use of technology in our centres supports that end.

WE CURRENTLY OPERATE FOUR LICENSED FACILITIES FOR CHILDREN UNDER SIX:

- Emma’s Early Learning and Child Care Centre focuses on supporting teen mothers
- Citygate Early Learning and Child Care Centre prepares children for kindergarten
- Leslie Diamond Early Learning and Child Care Centre serves working families in Downtown Vancouver
- Crabtree Corner Early Learning and Child Care Centre offers short-term care in Vancouver’s Downtown Eastside

Historically, the YWCA has specialized in infant/toddler care because the first three years are the most critical period for a child’s development, but also the most expensive early learning and care to operate. We remain committed to providing quality care delivered by qualified, professional employees who are compensated appropriately, but parent fees and government funding do not cover the full cost.

The shortfall must be funded by the YWCA through our mission-related social enterprises and through committed donors such as United Way of the Lower Mainland and Vancity. It is important that we continue to evaluate our ability to provide these services on an ongoing basis. We are also committed to educating government officials, parents and the YWCA network about the true cost of high-quality early learning and child care.

The Province’s commitment to implementing full-day kindergarten for four and five year-olds and reducing child vulnerability have created important opportunities for advancing an integrated system of early learning and care nested within a new family policy framework that reflects the needs of contemporary society. The YWCA will continue to advocate for public investment to support this vision.

In 2013 and 2014, we implemented the Pyramid Model for Supporting Social Emotional Competence in Infants and Young Children at our Crabtree Corner Early Learning and Care Centre. The Pyramid Model focuses on teaching children the social, emotional, and communications skills needed to engage in positive interactions. We will continue to monitor this program at Crabtree Corner, implement it at Emma’s, and look for opportunities to implement it at our other centres as well.



2015 EARLY LEARNING AND CARE OPERATIONS STRATEGIES

Monitor the Pyramid Model at Crabtree Corner and Emma’s. Implement the model at the other childcare centres when feasible. **Short-term**

Educate parents, YWCA supporters and government officials about the true costs/benefits of quality care. **Short- to mid-term**

Educate parents and community partners about the benefits of play-based learning. **Short- to mid-term**

Raise awareness about the Heart/Mind Index and its importance as a population-wide measure of the social and emotional development of children. Work with partners to develop resources for parents and educators that reflect this emerging body of knowledge. **Mid-term**

DID YOU KNOW?

In 2013, nearly 350 children received quality care at one of our four licensed early learning and child care centres.

YWCA WORKBC EMPLOYMENT SERVICES CENTRES ASSISTED MORE THAN 4,200 YOUTH AND ADULT

... jobseekers throughout Metro Vancouver last year.

EMPLOYMENT SERVICES

YWCA Metro Vancouver is one of the largest and most respected employment service providers in the Lower Mainland. Our innovative programs encourage youth, immigrants, professionals and people with barriers to employment to secure meaningful work.

We are proud to have an experienced, dedicated and diligent team working to assist our program participants in making positive steps in their career-related journeys.

Since April 2012, we have been the contract holder for three WorkBC Employment Services Centres in Vancouver South, Vancouver Westside and North Vancouver. We also partnered with Family Services of Greater Vancouver to operate the Career Zone Youth ESC and with Back in Motion to serve program participants in Newton, Port Coquitlam and Coquitlam. As contract holders, we are responsible for all client payments, services and

supports previously administered by the government.

Our work with the Job Options and Job Options for Older Workers programs reflects our strategy to engage older workers and facilitate their participation in the workforce.

In 2014, we launched the FOCUS@WORK program for women and the Strive pilot program for youth transitioning out of the foster care system. These programs provide special support to people with barriers to employment, assisting them to make meaningful attachments to work, school and their communities.

Consistent with other YWCA programs, we are seeing an increasingly diverse client population which we are proud to serve with an equally diverse staff. Because our approach is inclusive of all, we are particularly successful at helping program participants integrate into their communities across Metro Vancouver.

Given current high unemployment rates, YWCA clients facing barriers find it particularly difficult to access employment. These program participants require more intensive supports to make a successful and sustained connection with the labour market. On the other end of the spectrum, a slow economy has brought large numbers of new clients into our centres as they find themselves without stable employment for the first time in their lives. These program participants may lack the technical skills required to re-establish themselves in a transforming economy. Through partnerships with diverse service providers and a proven track record of serving specialized populations, the YWCA will continue to meet the needs of our unique client base.

We will assess new initiatives based on alignment with our mission and existing programs and impact on the proportion of government funding in the organization's operating budget.

2015 EMPLOYMENT SERVICES STRATEGIES

Seek new and diversified funding sources for all employment programs. **Ongoing**

Strengthen connections with the business community on WorkBC contracts and other employment programs. **Ongoing**

Facilitate older workers' participation in the labour force. **Ongoing**

Collaborate with service providers and provincial government representatives to ensure quality service for program participants seeking employment. **Short-term**



*“AFTER SPENDING WELL
OVER 30 YEARS OF MY
LIFE WITH THE YWCA,*

*... I have come to truly understand the substantial
influence and benefits it provides.”*

-NANCY, FITNESS MEMBER

HEALTH + FITNESS

The YWCA Health + Fitness Centre is a revenue generating, co-ed fitness facility that provides members with services that are consistent with the YWCA's core values. Our 30,000 square-foot facility provides personalized services, over 60 group fitness classes, a UV-purified pool and the latest in cardio and weight training equipment.

With a strong emphasis on customer service and member retention, we continue to build on current strategies to create a solid membership base.

Our classes provide members with the latest in the fitness industry while registered programs and clinics are designed to meet their specific needs. We continue to build our individual and corporate business clientele, linking our Health + Fitness services with our advocacy on workplace wellness and work-life balance.


2015 HEALTH + FITNESS STRATEGIES

Focus on member growth through individual and corporate group business.

Ongoing

Focus on member retention through excellent customer service. **Ongoing**

Provide personalized services to meet the needs of members and the community. **Ongoing**



“The YWCA is our angel! We feel safe and happy and the staff is friendly and supportive. Now I can move forward and have a better and brighter future with my daughter.”

- ZAHRA, YWCA HOUSING CLIENT

HOTEL AND HOUSING

Vancouver remains the least affordable location for housing in Canada and in recent years, there has been limited new construction of rental accommodation suitable for families. Our focus at YWCA Metro Vancouver is to provide safe and affordable housing to single mothers and their children—we know that this is fundamental to their physical and mental health and their ability to build successful and independent lives.

In Metro Vancouver, we address the hardships faced by single moms and their children through a range of integrated services that include safe and affordable housing. We operate Munroe House and Arbor House, second-stage transition houses for women who have experienced abuse, and five housing communities for single moms: Semlin Gardens, Como Lake Gardens, Fraser Gardens, Alder Gardens and Crabtree Corner Housing.

PLANS ARE UNDERWAY TO DEVELOP FOUR NEW HOUSING PROJECTS:

- Cause We Care House, providing 21 units of housing for single mothers and building on services provided at Crabtree Corner. This project is being developed in partnership with the Vancouver Public Library (VPL) on city-owned land provided at nominal value and will be co-located with a full-service natá?mat ct Strathcona Branch of the VPL.
- Another partnership with the City of Vancouver is to develop housing above the new Fire Hall No. 5 in the Champlain Heights neighbourhood. The 31-unit project is a mix of transitional housing and below-market rentals.
- In partnership with the City of Coquitlam and Beedie Living Group, a seven-unit town house will be developed next door to our Como Lake Gardens property.

- Our newest housing project will be in the Central Lonsdale neighbourhood of North Vancouver. Approximately nine units of a high rise development will be allocated for single mother-led families.

Ongoing and significant support from BC Housing continues to allow us to increase and expand safe, affordable housing for single mothers and their children.

We continue to see long waiting lists for all our housing communities and longer crisis and residential stays at the Hotel/Residence. Our long-term strategy involves developing more housing for women in locations throughout Metro Vancouver. Our primary focus will be to serve the needs of single mothers and their children. However, we will also assess opportunities to serve marginalized and mature single women.

“Our long-term strategy involves developing more housing for women in locations throughout Metro Vancouver.”

The YWCA Hotel/Residence continues to be an excellent example of a mission-related social enterprise, generating revenue that sustains our community service work and providing just over 26,500 room nights of subsidized accommodation in the past year to women in crisis, families in transition, students, seniors and refugees.

The YWCA Hotel/Residence is located on land owned by the YWCA and current zoning will allow for a 70-room addition

2015 HOTEL AND HOUSING STRATEGIES

Build partnerships with housing providers to improve access for single mothers and at-risk women. **Ongoing**

Design and develop new housing projects in collaboration with community and government partners:

- Cause We Care House
- Fire Hall Housing
- Como Lake Mews
- North Shore Housing

Short- to mid-term

Continue development of the new housing projects – the Fire Hall project, the Coquitlam town house units and the North Vancouver housing project. **Mid-term**

Explore new opportunities to develop housing for single mothers, marginalized women and mature single women.

Mid- to long-term

Undertake Hotel/Residence expansion as market conditions or funding opportunities warrant. **Mid- to long-term**

to be constructed above the existing main-floor platform. We will continue to monitor the feasibility of developing phase two of the Hotel/Residence.

DID YOU KNOW?

The YWCA Hotel subsidized 58% of room nights last year for women and families in need of temporary safe accommodation.



*"I WAS ABLE TO SHARE THE
WORK THAT I DID WITH SO
MANY OF OUR CLIENTS,*

*... particularly in the employment programs where new immigrants
come to this country with so many incredible challenges."*

- MARNIE, FORMER YWCA EMPLOYEE ON HER EXPERIENCE WITH YWCA RUSSIA

INTERNATIONAL SERVICES

Our current international work is undertaken primarily through the International Cooperation Committee (ICC) of YWCA Canada with support from the World YWCA office.

We are working with the YWCA of Honduras and the YWCA of Colombia to strengthen leadership and build organizational capacity, emphasizing advocacy and good governance. We continue to support the growth of the Apatin Women's Centre in Serbia by providing training based on our programs, and will help to establish a mentorship program for young women in Belgrade, Serbia this year.

We continue to host senior delegates from various countries who wish to develop programs based on Canadian models.

2015 INTERNATIONAL SERVICES STRATEGIES

Participate in YWCA Honduras and Columbia projects. **Ongoing**

Provide support to the Serbian Apatin Women's Centre. **Ongoing**

Explore opportunities to share YWCA Metro Vancouver's best practices in other countries. **Ongoing**



*“MANY OF THE
GIRLS SHARE
THE SAME
CONCERNS FOR
HIGH SCHOOL,*

*... and this program gives them a chance to
address them. It is always satisfying to see the
relief and smiles on the participants' faces.”*

- VANESSA, HIGH SCHOOL MENTOR

MENTORSHIP

Since 1991, the YWCA High School Mentorship Program has assisted almost 2,500 female high school students by matching them with professional women in one-to-one mentoring relationships. Through mentorship, the participants explore their career interests, develop life skills and receive support transitioning into young adulthood. The program also organizes an annual 'Green Choice Career Forum' open to any high school girl in Metro Vancouver, that provides an opportunity to learn about environmental career options.

The YWCA Aboriginal Mentorship Program offers group mentoring opportunities to young Aboriginal women using an intergenerational and peer mentorship model. Young Aboriginal women celebrate their culture, build a community of support and learn about issues such as safety, intergenerational resiliency, self-esteem and gender and systemic power dynamics.

A program evaluation currently underway will help to further refine the program, support recruitment goals and ensure the best possible outcomes for participants.

Since 2006, the Connect to Success program has helped more than 490 job ready women, who are entering or re-entering the workforce, by connecting them with professional female mentors to assist them in their job search. The program offers one-to-one and group mentoring opportunities, as well as a wide range of mentor-led workshops that enhance the job search success of program participants.

2015 MENTORSHIP STRATEGIES

Implement new mentorship initiatives as funding and partnership opportunities arise. **Ongoing**

Focus on mentee recruitment and engagement for the Aboriginal Mentorship Program. **Short-term**

Develop and implement a long-term evaluation strategy for High School Mentorship Program. **Short- to mid-term**



“AS A SINGLE MOM, I AM USED TO JUGGLING

... to make ends meet. Throughout it all, the YWCA was able to be there for me, whether I was angry, happy or confused, and accepted me regardless of the challenge.”

- JENNIFER, MEMBER AND VOLUNTEER WITH YWCA SINGLE MOTHERS' SUPPORT GROUPS

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 aim to support our program participants' goals related to enhancing their economic independence—an approach that is yielding tangible results like new jobs, career and educational planning and training opportunities. We also aim to provide these women with the emotional support they require to be healthy. By supporting them, we are also fostering the mental health of their children. We know that chronic, unrelenting stress in early

childhood, perhaps caused by poverty or maternal depression, can be harmful to the developing brain. By helping these women to achieve financial and emotional security, we know their children have a better chance to thrive.

Besides weekly support groups, the program offers:

- Short term 1-to-1 support and community services referrals
- Three family events
- Workshops and a conference
- A quarterly E-newsletter

We currently operate 14 support groups in Vancouver, Burnaby, the Tri-Cities, Surrey, Aldergrove, Maple Ridge and Abbotsford. The six new support groups in the Fraser Valley, established in fall 2012, through a unique partnership between Coast Capital Savings, Envision Financial and Vancity, are operating at capacity. Strong partnership in these communities is the key to the groups' success. A priority will be to build community and funder support to keep these groups in operation.

2015 SINGLE MOTHERS' SERVICES STRATEGIES

Focus on diverse programming to support personal and economic independence. **Ongoing**

Explore use of technology to expand program delivery. **Short term**

Build funder support for Fraser Valley-based services. **Short term**

DID YOU KNOW?

The YWCA Single Mothers' Support Groups connect moms in 16 neighbourhoods throughout Metro Vancouver for peer support and resources.

*"I SAW POSITIVE
CHANGES IN THE GIRLS.*

They gained high self-esteem by the end of the program."

- SERENA, WELCOME TO MY LIFE™ VOLUNTEER



YOUTH EDUCATION

YWCA Metro Vancouver has been committed to supporting youth as they make the challenging transition from childhood to adulthood. Welcome to My Life™, Boys 4 Real™ and That's Just Me build on our long history and solid reputation for providing innovative and supportive programs.

Girls and boys in grade 7 participate in eight after-school sessions, each focusing on a different theme and then work together on a community project designed to address issues in their schools or the wider community.

***"Our programs also promote
resilience, social interest,
inclusion and anti-bullying."***

Youth examine issues of gender while helping define attitudes and behaviours that are fundamental to healthy

relationships. An understanding of healthy relationships is key to the prevention of violence against women. Our programs also promote resilience, social interest, inclusion and anti-bullying, all of which contribute to mental health in youth. Welcome to My Life™, Boys 4 Real™ and That's Just Me also engage parents through various resources available in multiple languages.

The programs are facilitated by university/college students who receive between 16 to 22 hours of facilitation training from YWCA staff. Some use these volunteer hours to earn academic credits towards the completion of their degrees. The university/college facilitators are supported by Wisdom Champions™—mature male and female volunteers who serve as mentors. Grade 10, 11, and 12 students serve as high school mentors for the Grade 7 participants, creating a unique, intergenerational mentoring framework.

Since inception, and in partnership with the Vancouver School Board and the Surrey School District, more than 150 programs have been delivered to almost 2,000 participants. Most participants are from culturally and ethnically diverse backgrounds. Accordingly, leadership training on cultural diversity, anti-homophobia and special needs is provided by the YWCA.

We also offer an annual conference for high school students to learn about critical thinking and media literacy regarding sexualization of girls, hyper-masculinity of boys and internet safety. The conference includes media analysis, interactive discussions and multiple workshops to raise awareness and engage high school students—both girls and boys—on the topic.

To support the growth of our youth education programs, we have initiated new partnerships with several University

2015 YOUTH EDUCATION STRATEGIES

Explore and implement technology-based options for service delivery when feasible. **Short-term**

Focus on volunteer facilitator and mentor recruitment. **Short- to mid-term**

Build funder support to expand programs across Metro Vancouver. **Mid-term**

of British Columbia faculties as well as Simon Fraser University, Kwantlen Polytechnic University, Langara College, Douglas College and diverse corporate and community organizations.



*“I LOVE THE YWCA
BECAUSE THEY MEET
WOMEN AND FAMILIES
WHERE THEY ARE AT*

*... and provide holistic support that fosters
women's courage and resiliency.”*

- DR. KIM VAN DER WOERD, YWCA BOARD MEMBER

BALANCED SCORECARD

The Balanced Scorecard Performance Measurement System is a tool for the YWCA to communicate with internal and external stakeholders about the program outcomes and performance drivers through which we achieve our mission and strategic objectives.

The Balanced Scorecard strikes a balance among four financial and non-financial perspectives: serve the client, run the business, learn and grow and be financially healthy. The YWCA recognizes the importance of balancing these components to effectively implement organizational strategy.

Through the Balanced Scorecard, we monitor our current performance—including finances, client satisfaction and business processes—as well as our efforts to improve processes, motivate and educate staff and enhance information systems.

A key feature of our approach involves defining measures of success for each program we operate, thus enabling us to demonstrate positive changes in our clients' lives.

OUR GOALS ARE TO:

- Identify and improve upon the factors that are fundamental to client progress
- Ensure organizational resources are targeted to best effect
- Demonstrate to donors and supporters the impact of their financial contributions

The Balanced Scorecard system is now fully implemented across the organization, with scorecards in place for all core programs. We have aligned program scorecards to reflect the

objectives in our strategic plan, allowing us to focus on those measures that are most critical to achieving success.

The Balanced Scorecard also engages staff throughout the organization in monitoring results and trends and evaluating program efficacy. Program scorecards are also used to report results to donors and funders. In this way, we can demonstrate the success that program participants achieve through the support of YWCA services.

We are now working to develop program impact statements that visually capture the impact and results of our programs, and supplement the information reported on the Balanced Scorecard.

2015 BALANCED SCORECARD STRATEGIES

Develop new scorecards as new programs are undertaken. **Ongoing**

Continue to refine and track success measures. **Ongoing**

Develop Program Impact Statements for other programs as needed. **Ongoing**

DID YOU KNOW?

In 2013, YWCA Metro Vancouver developed a total of 38 new strategic and operational partnerships in the community.

Success Wall

“STORYTELLING PUTS A HUMAN FACE ON THE WORK WE DO.”

- PUSPA AFFANDI, MARKETING & COMMUNICATIONS SPECIALIST

COMMUNICATIONS AND MARKETING

Our communication goals are to enhance the YWCA's reputation, promote awareness of our programs, further our advocacy objectives and increase revenue generation. Critical to achieving these goals is storytelling—highlighting our clients and their individual progress and successes, showing the impact that the YWCA and our supporters, volunteers, donors, funders and partners have on their lives and illustrating how we, as individuals and together, can make a difference in our community.

Our newly launched website features a fresh, modern design and the latest in user-friendly technology to support meaningful communication, storytelling

and stakeholder engagement. As we expand our communications to new platforms and focus on informative and engaging content, we recognize that these efforts need to be supported by a comprehensive strategy. Our content strategy focuses on the planning, governance and execution of useful, usable content that is meaningful to our audiences and promotes two-way engagement.

“Our content strategy focuses on the planning, governance and execution of useful, usable content...”

While social media helps to expand our reach, it also poses new risks, such as brand hijacking and lack of control over content. We will build on our online presence by supporting staff to be YWCA brand ambassadors on social media, and protect the integrity of the YWCA brand and reputation by continuously monitoring and responding to online activity.

The YWCA is proud to employ a workforce that reflects the diverse populations we serve; however, this is not always recognized by the broader community. Thus, we will work to ensure that our diversity is reflected strongly in all our communications activities.

2015 COMMUNICATIONS AND MARKETING STRATEGIES

Build an internal culture of story-sharing to enhance profile and donor support.

Ongoing

Include advocacy messages in YWCA communication materials as appropriate.

Ongoing

Increase media coverage and online presence. **Short- to mid-term**



“THE YWCA REMAINS FINANCIALLY STABLE

... by ensuring annual balanced budgets, diversifying revenues and building capital reserves.”

- DEBBIE ROWE, ASSOCIATE DIRECTOR, FINANCE

FINANCE

Long-term reserves are critical to ensuring the stability and sustainability of the organization. As such, the YWCA continues to grow its reserves while diversifying its funding to build a strong financial base. This diversification is particularly important given the current uncertainty in the local and global economy. A key strategy is to ensure that the YWCA is not dependent on any one source of funding, the loss of which could seriously impact the organization.

The YWCA has assets in land and buildings appraised at close to \$78 million. The contribution target to our capital reserve is reviewed every year. This contribution is required to maintain and appropriately replace our physical infrastructure. We will build our capital reserve primarily through contributions

from operating surpluses and, to a lesser extent, through a portion of undesignated bequests and planned gifts, within the parameters established by Board policy.

“The YWCA has an investment portfolio of over \$5.4 million, with the funds invested in socially screened instruments.”

The YWCA has an investment portfolio of over \$5.4 million, with the funds invested in socially screened instruments. The long-term growth and security of this portfolio is critical to the operations of the organization. Adherence to the investment policy and careful monitoring of the investment

performance, in light of challenging developments in the financial markets, is a continual focus for the organization.

We continue to explore opportunities to develop new social enterprise activities, with the potential to increase the YWCA's discretionary revenues. We need to ensure that any venture is carefully analyzed and balances opportunities, risks, challenges and capacity.

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

2015 FINANCE STRATEGIES

Build capital reserve through operating surpluses and undesignated bequests.

Ongoing

Focus on revenue diversification and ensure that the organization is not dependent on any one source of funding.

Ongoing

Continue to monitor pension solvency issue. **Ongoing**

Explore opportunities for new social enterprise activities. **Ongoing**

Monitor investment performance and alignment of investment policy. **Ongoing**

Ensure annual balanced budgets. **Ongoing**



FUND DEVELOPMENT

To ensure YWCA Metro Vancouver's long-term financial viability in an increasingly competitive fundraising environment, the YWCA's Fund Development strategy is diversified and includes monthly giving, direct mail, major gifts, legacy giving, gifts-in-kind, special events and a thrift shop.

Since 1991, membership in the YWCA Inner Circle has more than tripled, providing significant undesignated funding for programming. We remain committed to full transparency and accountability in our financial reporting and donor relationships.

Housing for low-income single mothers and their families continues to be a priority for the YWCA. Cause We Care House will provide 21 units above the new Vancouver Public Library—náčá?mat ct Strathcona Branch. The \$10.086 million

capital campaign is over 80% complete and expected to be finished in 2015.

Another partnership with the City of Vancouver is to develop housing above the new Fire Hall No. 5 in the Champlain Heights neighbourhood. The 31 unit project is a mix of transitional housing and below-market rentals. The YWCA's capital contribution is \$2.2 million with an additional \$1 million for an endowment fund to help cover operating costs.

Como Lake Mews is a seven-unit townhouse development to be built next to YWCA Como Lake Gardens in Coquitlam. The YWCA's capital contribution is \$1.5 million.

Our newest housing project will be in the Central Lonsdale neighbourhood of North Vancouver. Approximately nine units of a high rise development will be allocated for

single mother-led families. The YWCA's capital contribution is \$200,000 with an additional \$100,000 for an endowment fund to help cover operating costs.

"In 2014, we were very pleased to receive significant funding from long-time, committed donors."

In 2014, we were very pleased to receive significant funding from long-time, committed donors to re-launch our Focus@Work and In Focus employment programs. FOCUS@Work offers women employment counselling and job search assistance, with additional supports for single mothers. In Focus helps single mothers to complete and upgrade their education and to develop and execute a strategy for their long-term economic independence.

The YWCA applied for and received funding from the BC Ministry of Children and Family Development to pilot the Strive Program in 2014. Strive is a holistic 12-week program to support youth ages 17-24 who are transitioning or have transitioned out of foster care. The program will provide basic life and employability skills to help youth successfully transition into their adult lives.

We will continue to emphasize major gifts and legacy giving as the key elements in our fund development strategy.

We remain interested in undertaking an endowment campaign when economic

2015 FUND DEVELOPMENT STRATEGIES

Build endowment through legacy gifts. **Ongoing**

Increase major gifts from individuals and corporations. **Ongoing**

Identify funding opportunities for youth, seniors and mental health issues. **Ongoing**

Build capital campaigns for the Fire Hall and North Vancouver housing communities. **Ongoing**

Complete capital campaigns for Cause We Care House and Como Lake Mews. **Short-term**

Undertake endowment campaign when circumstances are appropriate. **Mid- to long-term**

circumstances are appropriate and volunteer leadership can be recruited.

The YWCA also operates the YWCA Thrift Shop and offers various special events, including the YWCA Women of Distinction Awards which recognizes the achievements of exceptional women and organizations.

DID YOU KNOW?

Last year, we served more than 30,000 plates of fresh, nutritious food to women and families living in poverty.



YWCA EMPLOYEES SHARE A PASSION FOR HELPING OTHERS

... AND WORKING TOGETHER TO ACHIEVE REAL CHANGE—
OUR RETENTION RATE WAS 95% LAST YEAR.

HUMAN RESOURCES

Our employees are the basis for our success. Their engagement and commitment is crucial to achieving our mission and delivering excellent services. In today's competitive labour market, recruiting, training and retaining a highly skilled and diverse workforce must remain a top priority for YWCA Metro Vancouver.

Overall, employees are highly engaged with the organization with employees consistently saying positive things about the YWCA and striving to achieve the organization's strategic goals and objectives. Participation in the 2014 Aon Hewitt Employee Opinion Survey ranks the YWCA within the top 25% of organizations in Canada for engagement. This is further evidenced with employees indicating that they want to stay with the YWCA and a retention rate of 95% for 2013.

Our success is largely due to satisfying work that makes a difference in the community, an exceptional culture and our workplace practices, which ensure

respect for employees, create a family-friendly environment and facilitate work/life balance.

Our human resources practices are grounded in employee needs and reflect employee input. Our workplace wellness initiatives ensure that employees are physically and mentally fit and receive recognition for their contributions. We communicate frequently using a variety of vehicles to provide organizational updates and to seek input. Managers also recognize that providing support, coaching and recognition is essential.

While research shows that pay is not the main driver of employee satisfaction and engagement, we recognize that competitive total compensation, including benefits and pension, is important. Our compensation philosophy is to pay at the 50th percentile of the market, including all sectors where we compete for labour. In addition, with a workforce consisting

of over 80% women, our defined benefit pension plan provides employees with some financial security as they start to plan for their retirement.

Providing leadership and professional development continues to be a focus for all employees with an emphasis on succession planning and developing high potential employees. Equipping employees with the skills to deal with increasingly complex client issues has been a major focus, including providing workshops to staff and managers on dual diagnosis: mental health and addictions, managing hostile interactions and suicide prevention.

We are also proud to employ a highly diverse workforce, where 40% of our employees identify as being from visible minorities and 5% identify as Aboriginal. This compares favourably with 2006 Census Canada data, which records a national average of 16.2% visible minorities and 3.8% Aboriginal peoples.

2015 HUMAN RESOURCES STRATEGIES

Conduct periodic employee engagement surveys. **Ongoing**

Focus on paying at the 50th percentile of the market. **Ongoing**

Focus on offering professional and leadership development opportunities. **Ongoing**

Build on our reputation as a supportive and family-friendly organization to optimize recruitment and retention. **Short- to mid-term**

A tremendous source of pride are those employees who began their involvement with the organization as program participants, successfully completed our programs, further developed their skills and education and were ultimately hired by the YWCA. These employees are key contributors to our work and serve as role models for our clients.

"THE YWCA CONTINUES TO FOCUS ON THE IMPORTANCE OF RISK MANAGEMENT

*... and of building a culture of risk awareness and
vigilance among its staff and volunteers."*

- HELEN GHABEL, VP FINANCE

RISK MANAGEMENT

Risk Management is fundamental to the YWCA's governance, planning, budgeting and compliance framework. It is an integrated part of all activities and processes, including strategic and business planning, operational performance and all organizational and program objectives.

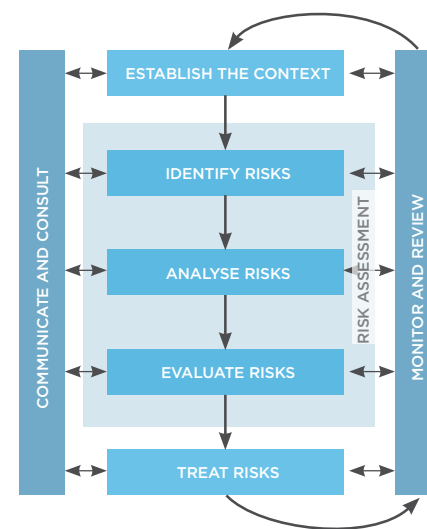
In order to protect the health, safety and integrity of the YWCA, we have developed an Organizational Risk Management Plan.

This plan identifies the strategic, operating, compliance, environmental and reputational risks that are inherent to the activities of the YWCA and may expose the organization to loss. It also identifies the controls and systems required to manage these risks.

The YWCA's risk management plan emphasizes the value of on-going employee communication and training to build a culture of awareness and vigilance.

Some of the areas of risks that the organization has focused on include reputational, activity, boundaries, social media, crisis communication and handling potential allegations of abuse.

A key element in the risk management plan is a Business Continuity Plan (BCP) that will limit losses and ensure critical business operations can continue in the event of a disruption or loss of a critical service (e.g. power loss, telecommunications breakdown), a physical catastrophe (e.g. earthquake, fire) or a pandemic. The BCP enables us to manage our essential business



operations while providing an acceptable level of service to clients and protecting the health and safety of employees, volunteers and the people we serve.

2015 RISK MANAGEMENT STRATEGIES

Build a culture of risk awareness among employees. **Ongoing**

Annually review key risk areas, including capital project risks. **Ongoing**

Integrate risk management into daily activities and processes. **Ongoing**

Develop risk scenarios and provide training to staff to build awareness of policies, procedures and expectations. **Ongoing**

WE AIM TO ATTAIN LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED) CERTIFICATIONS

... IN ALL OUR HOUSING PROJECTS. COMO LAKE GARDENS, ALDER GARDENS
AND CAUSE WE CARE HOUSE ARE ALL LEED GOLD STANDARD BUILDINGS.

SUSTAINABILITY

At the YWCA, we know that creating a healthy society requires an integrated vision that links our social, economic and physical environments. We are committed to innovation that supports sustainability.

We have made various capital improvements at the YWCA Program Centre and Hotel/Residence, with the goal of saving energy, reducing water consumption and greenhouse gas emissions and achieving operating savings over time.

Educational awareness—for staff, volunteers and clients—continues to support our reduction efforts.

Educational messages are also included in the Eco-Corner section of our monthly staff E-newsletter.

Current purchasing practices aim to select the most economical and environmentally sustainable products and suppliers.

“The value we place on sustainability is reflected in the conversion of our ornamental rooftop garden ... to a productive farm garden...”

The value we place on sustainability is reflected in the conversion of our ornamental rooftop garden, located at the YWCA Program Centre, to a productive farm garden, providing fresh fruits and vegetables for women and children accessing YWCA programs. The goal is to harvest one ton per year, as we focus more energy and resources into this project.

The YWCA is also committed to ensuring that any new developments are “green.” We are pleased that all new YWCA-led housing projects will achieve Gold LEED certification.

2015 SUSTAINABILITY STRATEGIES

Select environmentally sustainable products and suppliers as a priority. **Ongoing**

Promote sustainability efforts through educational awareness initiatives. **Ongoing**

Ensure reserve funds are invested through socially responsible investment screens. **Ongoing**

Develop/nurture the rooftop garden to meet our harvest goal of one ton per year. **Ongoing**

Achieve Gold LEED certification for the Cause We Care House and Fire Hall projects. **Short-term**



785 VOLUNTEERS AND 32 GROUPS
VOLUNTEERED MORE THAN
24,000 HOURS LAST YEAR

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 can accommodate their busy schedules and assignments which enable them to meet others and network for both social and business reasons.

Volunteer Services works to develop meaningful volunteer opportunities that support our mission and programs and meet the needs of our volunteers. The YWCA has a long history of providing

volunteer opportunities to program participants that support them in developing new skills and opening doors to employment.

Our corporate volunteer experiences continue to be very successful. These are opportunities to add considerable value to the YWCA while providing outside organizations with community engagement, team-building and staff development opportunities. We will work with interested companies to provide them with an engaging experience for their employees, while supplying them with information on

how their company and employees can make a difference in the lives of our program participants.

In the coming year, we will place special emphasis on linking the work of volunteers to the organization's strategic goals and success. We will also create volunteer opportunities for young professionals that enable them to gain skills and knowledge by working with our staff. Our website will outline opportunities to inform and engage these special volunteers.

2015 VOLUNTEER SERVICES STRATEGIES

Partner with companies through corporate and group volunteerism, while ensuring that the needs of the YWCA are met.

Ongoing

Raise awareness about the value of volunteer support to YWCA programs and client outcomes. **Ongoing**

Develop new strategies to engage skilled volunteers, young professionals and youth.

Short- to mid-term



THE YWCA IS MADE UP OF MORE THAN 3 MILLION MEMBERS IN 120 COUNTRIES.

Collectively, we serve over 7.6 million people each year.

YWCA CANADA AND THE WORLD YWCA

This plan outlines the strategic direction for YWCA Metro Vancouver. However, it is important to mention our considerable work with YWCA Canada. As one of its larger member agencies, we have consistently taken leadership in a variety of important areas.

OUR GOALS ARE TO:

- Support the leadership development objectives of YWCA Canada by providing support to our peer organizations as appropriate
- Support the International Cooperation Committee of YWCA Canada by providing expertise, financial aid and advice to international projects as is feasible
- We are also strong supporters of the World YWCA and member countries around the globe. Our ongoing work with the World YWCA is highlighted in the International Services section of this plan.

CONCLUSION

YWCA Metro Vancouver's annual strategic planning process provides an excellent framework for planning and implementing major new initiatives. The strategies outlined in this plan position us to build better futures for women and their families and to create a more open and equal society. Combined with the Balanced Scorecard, we have a comprehensive planning and performance measurement system to guide the organization in achieving its desired future.



PROGRAM LOCATIONS

- 1 YWCA Program Centre
- 1 YWCA Health + Fitness Centre
- 1 Aboriginal Mentorship
- 1 Connect to Success
- 1 Community Action on Elder Abuse
- 2 Crabtree Corner
- 3 YWCA Thrift Shop

EARLY LEARNING AND CARE

- 1 Leslie Diamond EL&C
- 2 Crabtree Corner EL&C
- 4 Emma's EL&C
- 5 Citygate EL&C

EMPLOYMENT SERVICES

- 1 Job Options - Older Workers
- 6 Work BC - Vancouver South
- 7 Work BC - Immigrant Satellite Main
- 8 Work BC - Vancouver Westside
- 9 Strive
- 9 Work BC - Career Zone Youth
- 10 Work BC - North Shore
- 10 Work BC - North Shore Youth
- 10 Job Options - North Shore
- 11 Work BC - Immigrant Satellite North Shore
- 12 FOCUS@Work

HIGH SCHOOL MENTORSHIP

- 13 David Thompson Secondary
- 14 John Oliver Secondary
- 15 Windermere Secondary
- 16 Gladstone Secondary
- 17 Eric Hamber Secondary
- 18 Templeton Secondary
- 19 Sir Charles Tupper Secondary
- 20 King George Secondary
- 21 Burnaby Central Secondary
- 22 Gleneagle Secondary
- 23 Riverside Secondary
- 24 Terry Fox Secondary

HOUSING

- 2 Crabtree Corner Housing
- 25 YWCA Hotel/Residence
- 26 Como Lake Gardens
- 27 Arbour House & Alder Gardens
- 28 Fraser Gardens
- 29 Semlin Gardens

SINGLE MOMS SUPPORT SERVICES

- 1 Downtown Vancouver YWCA Program Centre
- 2 Downtown Eastside YWCA Crabtree Corner
- 30 Riley Park - Little Mountain Neighbourhood House
- 31 West End - Gordon Neighbourhood House
- 32 Kitsilano - St. James Community Square
- 33 Marpole - Marpole Place
- 34 Sunset South Vancouver Neighbourhood House

- 35 East Vancouver - Collingwood Neighbourhood House
- 36 Downtown Abbotsford Abbotsford Community Services
- 37 Langley - Aldergrove Neighbourhood Services
- 38 Metrotown - Burnaby Family Life
- 39 North Burnaby Learning Centre
- 40 Maple Ridge - Family Education and Support Centre
- 41 Newton - Sources Newton Resource Centre
- 42 South Surrey - Sources Women's Place
- 43 Lougheed & Shaughnessy - Tri-Cities East Neighbourhood Centre

YOUTH EDUCATION PROGRAMS

- 15 Windermere Secondary
- 44 Douglas Elementary
- 45 Sexsmith Elementary
- 46 Henderson Elementary
- 47 Laura Secord Elementary
- 48 Cook Elementary
- 49 Tupper Secondary
- 50 Dickens Elementary
- 51 Sir Sandford Fleming Elementary
- 52 Trudeau Elementary
- 53 Cunningham Elementary
- 54 Selkirk Elementary
- 55 Earl Marriott Secondary
- 56 Clayton Heights Secondary
- 57 Lord Tweetsmuir Secondary
- 58 Guildford Park Secondary



To Abbotsford