



SCARBOROUGH  
WOMEN'S CENTRE

## **3-YEAR STRATEGIC PLAN 2020/21 to 2022/23**

### **MISSION**

Scarborough Women's Centre empowers women to become economically and emotionally independent for future success and to strengthen their local communities, free from violence.

The Centre delivers programs and services to promote positive change for women in a safe, inclusive and welcoming environment.

### **VISION**

Empowering diverse women for brighter futures

### **VALUES**

*Women-centred* – We understand the value of women supporting one another and respond to women with compassion and dignity, using a holistic, safe, equity-seeking, strengths-based approach.

*Inclusion* – We recognize the complex barriers that diverse women experience and are inclusive, accessible and welcoming in our response to addressing women's needs.

*Collaboration* – We work creatively with others as allies to improve outcomes for women and to strengthen the community.

*Resilience* – We provide tools, resources and supports knowing that women can make choices to achieve their personal goals and dreams.

*Adaptability* – We listen and respond resourcefully to changing community needs to enhance the quality of services and advance our impact.

### 3-YEAR VISION

Scarborough Women's Centre will continue to serve diverse women using evidence-based services that foster a growth mindset and culture of learning for service users, staff and volunteers. This includes integrating best practices into our approach and program methodology.

We will continue to be agile, responsive and proactive in our efforts to provide sustainable impact. This will be accomplished through concentrated efforts to uphold, improve and enhance the Centre's programs and services within the following four overarching areas of focus:

1. Increased Service Accessibility and Impact
2. Strategic Collaboration and Alliances
3. Increased Presence and Visibility
4. A Strong, Resilient and Sustainable Organization

The following describes our vision and core activities and outcomes for the coming three years as they relate to these four focus areas.

#### 1. Increased Service Accessibility and Impact

In the coming three years, Scarborough Women's Centre will continue to provide women with services that enhance their financial and emotional wellbeing and safety.

Committed to our core program areas – information, education and support – we will extend our services in new and creative ways. This includes reaching out and providing thoughtful, evidence-based responses to support vulnerable or marginalized populations including senior women who are isolated, newcomers and LGBTQ+ individuals. We will leverage the use of technology to reach more women and girls. We will also offer our services offsite at our partners' locations and develop other strategies to increase access to our diverse programming.

Over its history, the Centre has learned that face-to-face programming is key to the success of the women we serve. Virtual resources are most effective when they supplement in-person interactions. Going forward, the Centre will continue to prioritize face-to-face programming while ensuring we provide diverse service approaches and methods that meet women's unique needs.

We will explore the viability of providing appropriate online education modules, where the content and approach is well suited to virtual learning.

We will continue to provide information about community resources and services so women access the programs they need to succeed.

The Centre will provide educational workshops in person and virtually to help women access information, develop life skills, and build a foundation to achieve their goals and aspirations.

Through our ongoing mentoring service, we match women in transition with a trained volunteer who can provide meaningful support as they navigate positive change. We will additionally explore the viability of running a mentoring program for isolated seniors.

Through our professional counselling service, we will continue to meet with women in person to help them move forward in their lives. This flexible program provides ongoing support to women facing violence, struggling with relationships, living in poverty, and experiencing mental health issues and addictions, etc.

We will continue to support women of all ages to break free of violence, with a focus on young women through the provision of healthy relationship education. This will also include the provision of leadership development and self-advocacy tools for women with disabilities.

Our continued focus on supporting women to achieve financial independence will improve the economic security and safety of women and their families.

With a commitment to continual improvement, the Centre will refine its program evaluation processes to better aggregate service outputs and outcomes to further inform program design, development and practice. This will create a comprehensive picture of the Centre's impact.

## **2. Strategic Collaboration and Alliances**

Scarborough Women's Centre works collaboratively with other service providers and community groups to enhance service reach and impact, while strengthening our shared expertise, knowledge and resources.

In the next three years, the Centre will work to foster and strengthen alliances with funders, foundations, local businesses, corporations, educational institutions, community groups and individuals to increase opportunities for the women we serve.

Additionally, the Centre will continue to work in partnership with national, provincial and local coalitions and networks dedicated to making systemic changes that address gender inequity and amplify women's voices.

The Centre will also work to develop thoughtful strategies that engage men as allies for change to support resource development, organizational development and broader change work.

## **3. Increased Presence and Visibility**

Scarborough Women's Centre is dedicated to promoting gender equity and positive transformation for women and their families and communities.

The Centre will more proactively build awareness of the impact of its programs and services while ensuring it has the organizational capacity to respond to community and sectoral needs.

Going forward, the Centre will focus on targeted community outreach and effective communication strategies to engage the wider community, as well as raise awareness through traditional and social media avenues. Effective story telling will be central to this work, in addition to engaging the Centre's Board, volunteers and community members as ambassadors.

The Centre will continue to promote its image and presence with a focus on its resilience, vibrancy, and compassion. This work will be done in a deliberate, thoughtful and focused manner.

#### **4. A Strong, Resilient and Sustainable Organization**

The Centre commits to supporting its Board, staff and volunteers through dedicated professional development, team building, and ongoing connectivity. We will advance the skills, capacity and the competencies of the Centre's volunteer and staff teams.

A key focus will be on succession planning of senior staff and Board as well as the development of an enhanced and sustainable staff leadership structure that strengthens both the program management and resource development functions.

The Board of Directors will continue to provide strong leadership and generative problem solving to meet both community and operational needs. This includes working in concert with the staff team to identify and access new opportunities. The Board will additionally play a stronger role in its own self-governance.

The Centre will grow its organizational capacity and systems to support excellence. This includes ensuring it has the policies, structures, IT systems, and protocols to ensure high quality service outcomes and program evaluation.

Given its limited physical space, the Centre will also assess its facility needs and explore the viability of expanding or relocating for greater accessibility, enhanced program spaces, and more private counselling offices.

Recognizing an investment in women builds a stronger future for everyone, the Centre will continue to focus efforts on expanding fundraising and funding to ensure long-term

sustainability of its many programs. Over time, the Centre will diversify its funding base to include foundations, corporations, local businesses, community groups, and individual donors.

With the support of the Board's Fundraising Committee, the Centre will develop and implement a targeted fundraising plan that incrementally increases independent revenue and builds the Centre's donor base. Over time, the Centre will allocate an increasing amount of resources to fundraising. This will enable the Centre to more proactively cultivate and steward current and new donors and supporters.

## **STRATEGIC PRIORITIES**

1. Deepen our impact and reach through increased service accessibility, program development, collaboration and systems change.
2. Promote the Centre's important work and impact to ensure women access the supports they need to succeed.
3. Foster a strong, sustainable and resilient organization that responds effectively to community needs (top internal priority for operations).

## **STRATEGIC PRIORITIES AND STRATEGIES**

- 1. Deepen our impact and reach through increased service accessibility, program development, collaboration, and systems change.**
  - A. Increase access to the Centre's core services and programs through creative program design and delivery, increased collaboration and virtual programming.
  - B. Explore the viability of launching new responses for isolated senior women, newcomers and the LGBTQ+ community.
  - C. Strengthen the Centre's program evaluation to better support continual improvement strategies that enhance service outcomes and impact.
  - D. Continue to participate in local, provincial and national coalitions and networks that advance gender equity solutions and promote women's voices.
- 2. Promote the Centre's important work and impact to ensure women access the supports they need to succeed.**
  - A. Develop and implement a targeted communications plan focused on community outreach, social media and storytelling.
  - B. Recruit and expand the number of community ambassadors who actively support the Centre and promote it broadly in the community.
  - C. Build alliances with funders, foundations, businesses, corporations, community groups and individual donors to support service delivery in the community.

**3. Foster a strong, sustainable and resilient organization that responds effectively to community needs.**

- A. Develop the skills, capacity, leadership, and succession planning for the Centre's Board, volunteer and staff teams.
- B. Grow organizational capacity and systems to support high quality program delivery and organizational excellence.
- C. Examine the feasibility of expanding or relocating the Centre's physical facility to increase program accessibility, confidentiality and quality.