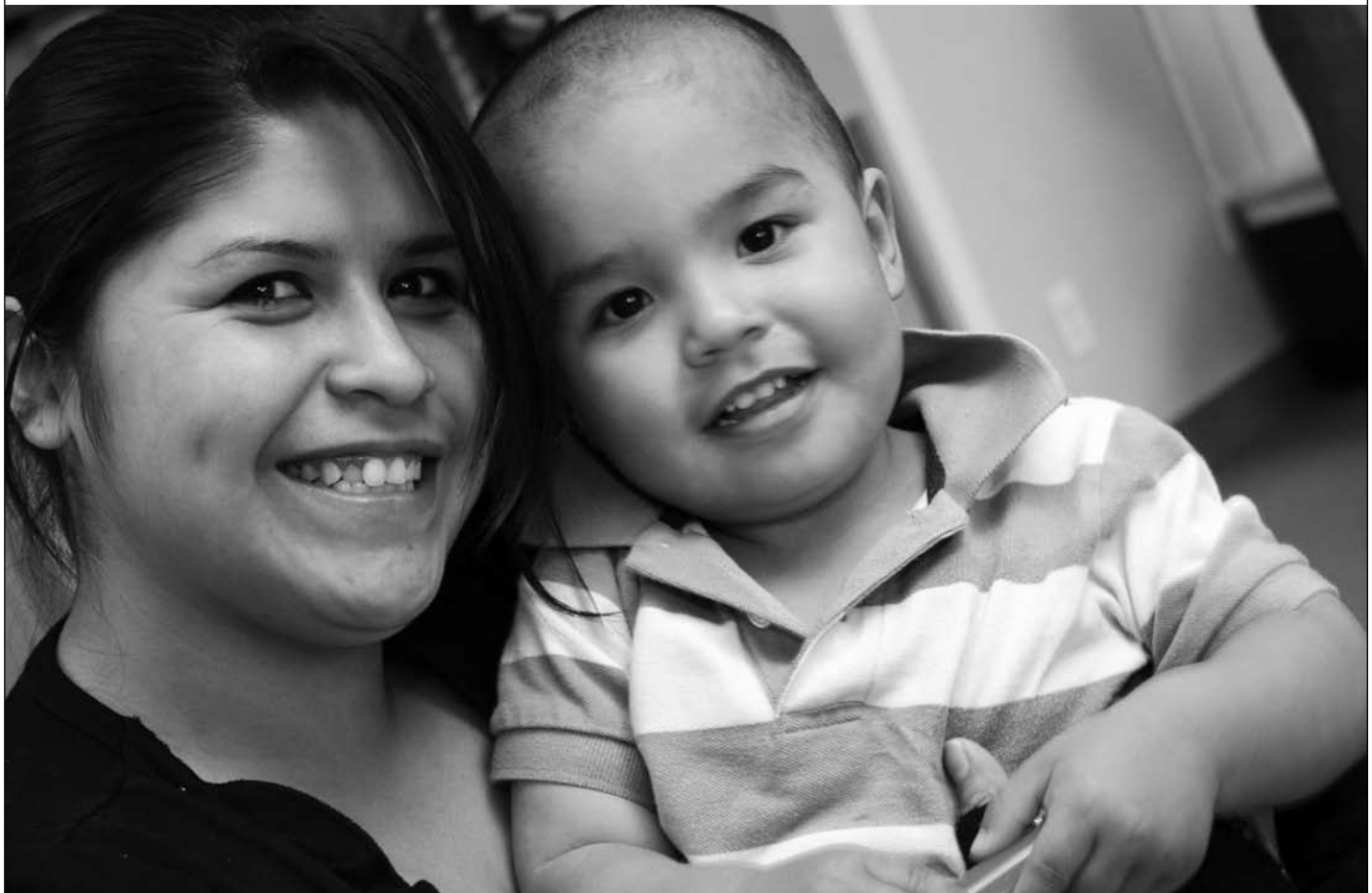


Introduction

This plan defines high-level strategic directions for Advocacy and all Core Service areas for YWCA 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.

Underpinning our strategic plan is the Balanced Scorecard Performance Measurement System, which tracks performance in all YWCA programs and departments. The strategic directions highlighted in this plan will be integrated into our 2011 Balanced Scorecard, translating mission into action and action into outcomes, as we move forward to achieve the desired future for YWCA 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

Strategic Plan

ADVOCACY

Universal Early Learning
and Care

Women's Safety

Affordable Housing

Support for
Single Mothers

Work/Life Balance
&
Family-Friendly
Workplace

CORE SERVICE AREAS

Crabtree Corner

Early Learning &
Care Operations

Employment Services

Health + Fitness

Hotel & Housing

International Services

Mentorship

Single Mothers' Services

Youth

Finance & IT

Fund Development

Human Resources

Communications
& Marketing

Risk Management

Sustainability

Volunteer Services

Balanced Scorecard

Serve the Client

Run the Business

Learn & Grow

Be Financially Healthy

Our 2011 Strategic Plan At a Glance

ADVOCACY STRATEGIES	RANGE Short-term 0-2 yrs Mid-term 2-5 yrs Long-term 5-10 yrs
<ul style="list-style-type: none"> Targeted engagement of business, community and government leaders to: <ul style="list-style-type: none"> Build support for the family policy framework articulated in the UBC HELP <i>15 by 15</i> report Build understanding of the economic cost/benefit of public investment in the early years Work to ensure that implementation of full-day kindergarten does not destabilize existing early learning and care services 	Short to mid-term
<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"> 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"> Mothers Without Legal Status <ul style="list-style-type: none"> 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

CORE SERVICE AREA	STRATEGIES	RANGE Short-term 0-2 yrs Mid-term 2-5 yrs Long-term 5-10 yrs
Crabtree Corner	<ul style="list-style-type: none"> Develop long-term strategy for service expansion Expand programs and facilities as funding and opportunities become available 	Short to mid-term Mid to long-term
Early Learning and Care Operations	<ul style="list-style-type: none"> Educate parents, YWCA supporters and government officials about the true cost and benefits of quality care 	Short to mid-term
Employment Services	<ul style="list-style-type: none"> Contribute to discussion on the Canada/BC Labour Market Development Agreement (LMDA) through implementation of the Transformation Model Assess opportunities to expand employment services Explore additional funding strategies for the Youth Eco Internship Program 	Short-term Ongoing Ongoing
Health + Fitness	<ul style="list-style-type: none"> Focus on member growth and retention to build a loyal and stable membership (emphasis on workplace wellness) Increase emphasis on promotion through technology and social media Provide training and development for volunteer instructors and coaches Expand Personalized Services 	Short-term Ongoing Ongoing Ongoing
Hotel and Housing	<ul style="list-style-type: none"> Open Coquitlam single mothers housing project in 2011 Open Surrey single mothers housing project in 2012 Build partnerships with housing providers to improve access for single mothers and at-risk women Explore new opportunities to develop housing for single mothers and marginalized women Undertake hotel expansion as market conditions or funding opportunities warrant 	Short-term Short-term Ongoing Mid to long-term Mid to long-term
International Services	<ul style="list-style-type: none"> Participate in YWCA Honduras project Provide support to the newly formed YWCA of Russia Explore new opportunities to share YWCA Vancouver best practices in other countries Provide support to the Serbian project 	Ongoing Ongoing Ongoing Ongoing
Mentorship	<ul style="list-style-type: none"> Implement new mentorship initiatives as funding and partnership opportunities arise 	Ongoing

Our 2011 Strategic Plan At a Glance

CORE SERVICE AREA	STRATEGIES	RANGE
		Short-term 0-2 yrs Mid-term 2-5 yrs Long-term 5-10 yrs
Single Mothers' Services	<ul style="list-style-type: none"> Continue to maintain partnerships with current community partners Explore new resources and opportunities in the community Build capacity in service delivery through volunteer development 	Short to mid-term Short to mid-term Short to mid-term
Youth Programs - Welcome to My Life™ and Boys 4 Real™	<ul style="list-style-type: none"> Expand Welcome to My Life™ and Boys 4 Real™ to two new school districts (Richmond and Surrey) Evaluate the Boys 4 Real™ pilot program Identify additional sources for volunteer Facilitators and Wisdom Champion™ mentors 	Short to mid-term Short to mid-term Short to mid-term
Balanced Scorecard	<ul style="list-style-type: none"> Develop new scorecards as new programs are undertaken Improve integration of the Balanced Scorecard into daily operations 	Ongoing Ongoing
Communications and Marketing	<ul style="list-style-type: none"> Increase print and broadcast coverage to support organizational objectives Increase online presence and engagement with supporters via online vehicles Whenever applicable, ensure that advocacy messages (e.g. housing, anti-violence, work/life balance and support for single moms) are included in all YWCA communication materials 	Ongoing Short to mid-term Ongoing
Finance	<ul style="list-style-type: none"> Build capital reserve through operating surpluses and undesignated bequests Ensure that revenue producing areas of the organization generate 50% or more of operating revenues Monitor investment performance and alignment of investment policy Ensure annual balanced budgets 	Ongoing Ongoing Ongoing Ongoing
Fund Development	<ul style="list-style-type: none"> Build endowment through legacy gifts Increase major gifts from individuals and corporations Undertake capital campaign for new housing project Undertake endowment campaign if volunteer leadership can be recruited 	Ongoing Ongoing Short-term Mid to long-term
Human Resources	<ul style="list-style-type: none"> Increase emphasis on coaching, performance feedback and internal staff recognition Conduct staff survey to assess employees' level of satisfaction and engagement 	Short to mid-term Short-term
Risk Management	<ul style="list-style-type: none"> Build a culture of awareness among employees regarding the organization's risk management philosophy and strategy Develop a risk matrix and complete pandemic sub-plans, consistent with the organizational pandemic plan framework 	Ongoing Short-term
Sustainability	<ul style="list-style-type: none"> Achieve Gold LEED certification in Coquitlam and Surrey housing projects Priority selection of environmentally sustainable products and suppliers Monitor, measure and reduce greenhouse gas (GHG) emissions Ensure reserve funds are invested through socially responsible investment screens 	Short-term Ongoing Ongoing Ongoing
Volunteer Services	<ul style="list-style-type: none"> Utilize group volunteer opportunities Develop new strategies to engage volunteers, particularly youth 	Ongoing Short to mid-term



The Current Environment

In 2010, we conducted an environmental scan on key trends and issues affecting YWCA Vancouver and its clients, then analyzed the information in relation to our service delivery and advocacy efforts. The research results reinforce front-line evidence gathered through YWCA programs.

The global economic downturn of 2008 and 2009 brought significant challenges for all sectors of the economy. Many non-profit organizations were seriously impacted by reductions in donations, endowment payouts and earned revenue as the demand for service increased dramatically. While not immune to these challenges, the YWCA was well positioned to manage effectively in this environment, due to diversified revenues and a culture of prudent fiscal management. While some retrenchment was necessary, critical programs were protected to ensure continuity of service to those in greatest need – our clients.

The economic picture is now somewhat brighter, but there remains considerable uncertainty about the future

performance of the local and global economy. A combination of factors – a strong Canadian dollar, challenges in the forestry sector, the high cost of housing, a decline in tourism and a weak export base – all indicate that economic recovery will be slow and the job market will lag. Our low birth rate and aging population compound concerns about long-term competitiveness and sustainability. These factors may generate new financial and human resource challenges for YWCA operations, while increasing demand for YWCA services.

The stock of human capital is key to our province’s long-term success. Groundbreaking work by UBC’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 could be and is not relegated to the poor – in fact, 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.

Unfortunately, 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.

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 most countries around the world. 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.

There is strong evidence of this in the 2006 edition of *Women in Canada*, the Statistics Canada report which tracks progress on gender equality. The report shows that, over ten years, 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 71 cents for every dollar earned by men, and numerous studies confirm that women still carry a disproportionate share of unpaid work – housework, child and elder care.

It may seem counterintuitive, 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 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 be gained by assisting women at the lower end of the income spectrum to enhance their employability.

BC's wealth gap is among the largest in Canada and 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 they are among the most likely to go

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

Sadly, there has been no positive movement on rates of violence against women in recent years and we will work to build new services that assist women leaving violence to build new lives of personal and economic independence. The hyper-sexualization of young girls and women in contemporary media is increasingly

Advocacy

Profile and Strategies

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

As always, our advocacy positions are grounded in our front-line service delivery and informed by current research and evidence. We will continue to collaborate with key partners such as the UBC Human Early Learning Partnership (HELP), the United Way of the Lower Mainland and our women's equality organizations, and will help advance the advocacy work of YWCA Canada and its member agencies.

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 sphere of influence on key issues and respond to new opportunities as they arise.

UNIVERSAL EARLY LEARNING AND CARE

YWCA Vancouver has consistently advocated for public investment to build a national system of early learning and 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.

A compelling body of research confirms that high quality early learning and care "sets the foundation for lifelong learning, behaviour and health"



hungry. This is a common experience for many YWCA clients. 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.

A comprehensive policy response to many of these societal issues is articulated in *15 by 15 – A Comprehensive Framework for Early Human Capital Investment in BC*, authored by leading academics with the UBC Human Early Learning Partnership. We will work to advance the new policy vision framed in this report in order to eliminate unnecessary early vulnerability, provide an array of supports for children and families, and produce a spectacular economic return on investment of 6 to 1.

of concern; we will work to raise public awareness and counteract this disturbing trend.

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 respect and meet the needs of our clients and position the YWCA to compete effectively in the competitive labour market.

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

(Margaret McCain and Fraser Mustard, *Early Years Study: Reversing the Real Brain Drain*, 1998). The period from birth to six is the most rapid period of brain development with maximum refinement in social and emotional functioning, language, cognition, vision and hearing.

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*, University of Chicago, 2004).

Today only 71% of BC children arrive at kindergarten meeting all the developmental benchmarks they need to thrive both now and in the future: 29% are developmentally vulnerable. This means that nearly one in three children are 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.

The Province of BC has established a goal of reducing early vulnerability to 15% by 2015. This goal is a step along the way to reducing child vulnerability to 10% by 2020.

In the fall of 2009, the UBC Human Early Learning Partnership (HELP) released *15 by 15 – A Comprehensive Framework for Early Human Capital Investment in BC*. This groundbreaking research project quantifies the costs and benefits of addressing early vulnerability in BC. It calls for old post-war thinking to be replaced with a new family policy framework



that reflects 21st century economic and social realities. It illustrates why individuals, businesses and governments should care about the real brain drain in BC today resulting from early vulnerability. Key among the recommendations is a comprehensive system of early education and care services, consistent with the YWCA’s long-standing advocacy position. The recommendations include:

- Build on maternity and parental leave to enrich the benefit value, and to extend the total duration from 12 to 18 months, reserving additional months for fathers.
- Build on existing employment standards to support mothers and fathers with children over 18 months to work for full-time pay, but redefine full-time to accommodate shorter annual working hour norms without exacerbating gender inequalities in the labour market.
- Build on income support policies to mitigate poverty among families with children.
- Build on pregnancy, health and parenting supports to ensure monthly developmental monitoring opportunities for children from birth through age 18 months, as their parents are on leave.
- Build on early education and care services to provide a seamless tran-

sition for families as the parental leave period ends, in order to make quality services for children age 19 months to kindergarten affordable and available on a full- or part-time basis, as parents choose.

- Build on the work of local Early Child Development (ECD) coalitions in community planning to enhance program coordination between all local services that support families with children from birth to age six.

There is no question that there are significant costs associated with implementing this vision. However, HELP’s work demonstrates unequivocally that such investment will reap spectacular economic returns. Over a 60-year period, the benefits outweigh the cost by more than 6 to 1, and HELP has demonstrated that a substantial portion of investment costs can be 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.

YWCA Vancouver welcomed the BC government’s decision to provide full-day kindergarten for five-year-olds as a fundamental element in building the family policy framework that is

badly needed in British Columbia and, indeed, throughout the country. We are committed to building on this important step by advocating for the full realization of the policy vision framed in the *15 by 15* report.

YWCA Vancouver has established itself as a credible, leading voice on this complex issue. We will continue to advance our three-part strategy of government relations, business engagement and public education to build support for the *15 by 15* vision. We will maintain our focus on engaging business and community leaders in supporting our advocacy work; we will continue to collaborate with pan-Canadian advocacy efforts and UBC HELP; and we will build on our ambassadors initiative.

We are also committed to continuing our advocacy on early learning and care services to ensure:

- an integrated vision of learning and care that provides a seamless day for children;
- the need for play-based learning and qualified educators; and
- careful consideration of the impact on existing community services as new initiatives – such as full-day kindergarten – are implemented.

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 the 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 WORKPLACE

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 long 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 more men are playing a more active role at home, women still carry a disproportionate share of responsibility for unpaid work – housework, 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 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 education 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 and children who witness abuse are much more likely to be overtly aggressive.

The hyper-sexualization of girls and women in contemporary media is increasingly of concern. Evidence suggests that women are three times more likely than men to 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 five-year-olds; and
- teen magazines that include articles on physical fitness centred on increasing sexual desirability rather than health or 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, depression and other health concerns 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.

The YWCA will continue to raise awareness of 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 and we will 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 moms. At the YWCA, we are seeing lengthy waiting lists at our three housing communities and longer crisis stays at the YWCA Hotel/Residence.

The YWCA believes that we must do more than deal with the victims of poverty and social inequality. We must attack the root causes, by providing single moms and their children with services such as affordable housing and quality early learning and care.

The YWCA will continue to build understanding of the importance of housing to creating a healthy society and supporting the autonomy and independence of women. We will proceed with the development of two new projects, located in Surrey and Coquitlam, for single mothers living in poverty and leaving abuse. As well, we will identify a site and begin to raise funds for a third new project.

SUPPORT FOR SINGLE MOTHERS

In BC today, 20% of families are headed by single moms – half of whom live in poverty. They have great difficulty obtaining affordable housing and are among the most likely citizens to go hungry. These are common experiences for many YWCA clients.

Research by Dr. Paul Kershaw of UBC’s Human Early Learning Partnership documents what single moms and the YWCA have known for some time – the poverty in which many single moms and their children live is not a result of poor personal choices, but rather a combination of factors, including lack of child care and housing, low minimum wage rates, 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 clients need support in addressing a range of legal issues, such as restraining orders, child custody and access, eligibility for income assistance or social housing, and many others. YWCA Vancouver provides

such assistance on an individual basis and also seeks to educate employees, volunteers and clients through ongoing workshops on a range of relevant topics.

We will also encourage the implementation of key recommendations in the *Single Mothers Without Legal Status in Canada* report. Commissioned by YWCA Vancouver and funded by the Law Foundation of BC, this report examined the circumstances of women – most of whom had fled their relationships because of abuse – whose ex-partners had cancelled their in-country sponsorship, leaving them without permanent status. While trying to rebuild their lives and still adapting to a new country, these women are truly in limbo – unable to legally work or collect income assistance, yet unable to leave Canada and take their children with them due to family court orders. The ultimate goal of this project is to bring about change to policies and laws to eliminate the unfair circumstances these women face and to expedite the immigration process for them. As well, we will undertake to inform and educate service providers on how best to advocate for women in these circumstances.

2011 ADVOCACY STRATEGIES	RANGE
Targeted engagement of business, community and government leaders to: <ul style="list-style-type: none"> • Build support for the family policy framework articulated in the UBC HELP 15 by 15 report • Build understanding of the economic cost/benefit of public investment in the early years • Work to ensure that implementation of full-day kindergarten does not destabilize existing early learning and care services 	Short to mid-term
Raise public awareness of the inappropriate sexualization of women and girls in contemporary media	Short to mid-term
Integrate advocacy messages (housing, women’s safety, work/life balance and support for single mothers) in YWCA materials and CEO speaking opportunities	Ongoing
Mothers Without Legal Status – 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

Core Service Areas

This strategic plan gives direction to our external and internal Core Services in working towards their respective objectives, as they relate to the ongoing mission-based work of the organization.



CRABTREE CORNER FAMILY RESOURCE CENTRE

Profile and Strategies

YWCA Crabtree Corner provides a healthy and secure environment for women and their families in Vancouver's Downtown Eastside, one of Canada's most impoverished neighbourhoods.

At Crabtree Corner, we serve a diverse and challenging population, with about 75% of clients identifying as Aboriginal. In addition we serve

women and children from Chinese, Vietnamese, Iranian, Latin American, Afro-Canadian, Korean and European backgrounds.

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 clients including transition housing, food and nutrition programs, clothing, parenting support, family recreation and early learning and care for infants and toddlers.

Our Violence Outreach Program addresses the significant level of violence against women in the community. We work to establish trusting relationships with our clients to encourage them to take action against abuse and are encouraged by the positive outcomes for the women who have participated so far. In 2009, this program was expanded to include a support group for women dealing with abuse in a partner relationship.

Our Fetal Alcohol Spectrum Disorder (FASD) Prevention Project is designed to provide support to parents and intergenerational caregivers who are raising children with FASD. An Aboriginal Infant Development Program (AIDP) Consultant supports families with infants who may have developmental delays. Our FASD Key Support Worker assists families with diagnosing, supporting and living with children with FASD.

Our early childhood literacy program – Books, Bags and Babies – which incorporates storytelling, drumming,

acting and other traditions of Aboriginal peoples, recently won a 2009 United Way Community Spirit Award and will continue to be a strong element in our array of programs.

We are also proud to house the Sheway Program, a pregnancy outreach initiative that provides health and social service supports to pregnant and parenting women who have substance use issues.

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 clients. Our employees are outstanding role models for the women they serve, and their personal example helps to reduce barriers to women accessing services at Crabtree Corner. As well, parents are actively involved in all aspects of Crabtree Corner programs, from planning and implementation to evaluation. In 2009, a case management system (with built in evaluation tools) was implemented.

We anticipate demand for Crabtree Corner services will remain strong, but we are limited by a lack of space for additional community programs and early learning and care spaces. We will explore the feasibility of expanding facilities and services to meet the needs of this unique population and community, based on the results of a comprehensive visioning and planning exercise undertaken in 2010.

2011 CRABTREE CORNER STRATEGIES	RANGE
Develop long-term strategy for service expansion	Short to mid-term
Expand programs and facilities as funding and opportunities become available	Mid to long-term



EARLY LEARNING AND CARE OPERATIONS

Profile and Strategies

High quality, affordable early learning and care is a top priority for parents across Metro Vancouver. At the YWCA, we strive to fulfill this need for a wide range of families.

We currently operate four licensed facilities for children under six:

- Emma’s Early Learning and Care Centre focuses on supporting teen mothers.
- Citygate Early Learning and Care Centre specializes in integrating children with special needs.
- Leslie Diamond Early Learning and Care Centre serves working families in Downtown Vancouver.
- Crabtree Corner Early Learning and Care 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 child development. However, this is also the most expensive early learning and care to operate. We remain committed to 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 committed donors such as the 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 care.

The Province’s commitment to implementing full-day kindergarten for four- and five-year-olds and reducing child vulnerability to 15% by 2015 presents important opportunities to advance 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 in the early years and full realization of the HELP 15 by 15 report.

2011 EARLY LEARNING AND CARE OPERATIONS STRATEGIES

RANGE

Educate parents, YWCA supporters, and government officials about the true cost and benefits of quality care

Short to mid-term



EMPLOYMENT SERVICES

Profile and Strategies

YWCA Vancouver is one of the largest and most respected employment service providers in Metro Vancouver. Our innovative programs encourage youth, jobseekers and professionals to secure meaningful employment.

Consistent with other YWCA programs, we are seeing an increasingly diverse client population, which we are proud to serve with an equally diverse staff team. Many of our clients face additional barriers to successful integration in the labour force. Because our approach to service delivery is inclusive of all, we are particularly successful in helping clients integrate in the Metro Vancouver community.

Most YWCA employment programs are funded through the provincially administered Labour Market Development Agreement (LMDA), as authority for employment services is devolved from the federal government to the Province. The Province’s new model and approach will bring significant changes to the

way services will be delivered. We will continue to seek opportunities to participate in discussions about the future of BC’s employment services and work to ensure that the needs of YWCA clients are considered when key decisions are made.

Given current high unemployment rates, YWCA clients with multiple barriers are finding it particularly difficult to access meaningful employment. These clients require more intensive supports to make a successful and sustained connection with the labour market. On the other end of the spectrum, the recession has brought large numbers of new clients into our centres who find themselves without stable employment for the first time in their lives. These clients may lack the technical skills required to re-establish themselves in a transforming economy.

In 2009, YWCA Canada – in collaboration with the YMCA Canada – launched the Youth Eco Internship Program to help young Canadians gain work experience essential to securing future employment, while

supporting the non-profit sector with more sustainable infrastructure and operating practices. YWCA Vancouver recruited 100 young people from across Western Canada and matched them with host organizations for paid internships of three, six or nine months.

Our expertise in working with youth, marginalized women, Aboriginal people and immigrants equips us well to link employers with these less traditional sources of labour. We will continue to build on this area of strength, as we position YWCA services in the context of the changing federal/provincial landscape. Any period of change may also open new doors and we will continue to seek opportunities to support our clients in achieving economic independence.

New initiatives will be assessed in terms of alignment with our mission and existing programs and impact on the proportion of government funding in the organization’s operating budget.

2011 EMPLOYMENT SERVICES STRATEGIES	RANGE
Contribute to discussion on the Canada/BC Labour Market Development Agreement (LMDA) through implementation of the Transformation Model	Short-term
Assess opportunities to expand employment services	Ongoing
Explore additional funding strategies for the Youth Eco Internship Program	Ongoing

HEALTH + FITNESS

Profile and Strategies

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 innovative personalized services and 70+ group fitness classes, an ozone pool and the latest in cardio and weight equipment.

In 2009, we were awarded infrastructure funding from the Western Economic Diversification Fund as part of the federal stimulus plan. This enabled us to expand and upgrade our Health + Fitness facility in 2010.

A stable membership base is fundamental to the success of our facility. We will build on strategies currently in place to engender loyalty among current members, despite increasing competition in the marketplace. We will also build our group/corporate business clientele, linking our Health + Fitness service with our advocacy on workplace wellness and work/life balance.



2011 HEALTH + FITNESS STRATEGIES	RANGE
Focus on member growth and retention to build a loyal and stable membership (emphasis on workplace wellness)	Short-term
Increase emphasis on promotion through technology and social media	Ongoing
Provide training and development for volunteer instructors and coaches	Ongoing
Expand Personalized Services	Ongoing

HOTEL AND HOUSING

Profile and Strategies

At the YWCA, we work to ensure that women and families in need have shelter. Support for single moms is a key focus for us. These women and their children are at great risk of living in unsafe and unhealthy environments. In Metro Vancouver, we address the hardships faced by single moms through a range of integrated services that includes affordable housing. We operate Munroe House, a second-stage transition house for women who have experienced abuse, and three housing communities for single moms: Semlin Gardens, Fraser Gardens and Crabtree Corner Housing.

YWCA Crabtree Corner Housing is a unique program, providing supportive housing for pregnant and parenting women with substance use issues. Work continues on a long-term study with the BC Centre of Excellence for Women’s Health to determine the impact of supportive housing on these mothers and children in the perinatal period, and on key life domains related to longer-term health and well-being.

Vancouver remains the least affordable location for housing in the country and there has been limited new construction of rental accommodation suitable for families in recent years. Consequently, we are seeing longer waiting lists for our housing, and longer crisis and residential



stays at the Hotel/Residence. As the need for housing for our clients has never been greater, our longer-term strategy involves developing more social housing for women in locations throughout Metro Vancouver.

Two new projects are slated for construction in 2011: a 30-unit housing project in Coquitlam for single moms and a similar 36-unit project in Surrey, which will include eight second-stage transition units. The cities of Coquitlam and Surrey have contributed land through 60-year leases at nominal rent, the YWCA has raised \$1 million towards the construction of each project and BC Housing will contribute capital funding and subsidize rents so that residents pay no more than 30% of their household incomes. Both projects will incorporate green building features and will meet a Gold LEED environmental standard. The Coquitlam project is scheduled for completion in December 2011, with the Surrey project completing in 2012.

Preliminary plans are also underway to develop a third project in Metro Vancouver that will comprise 15 to 20

units of housing for single mothers and their children.

The YWCA Hotel/Residence is an excellent example of a mission-related social enterprise, providing affordable accommodation for travellers and generating revenue that sustains our community service work. It is also an important source of emergency and temporary housing for people in need.

In the past year, the YWCA Hotel/Residence provided about 25,000 room nights of subsidized accommodation 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 to be constructed above the existing main-floor platform. We are continuing to assess the feasibility of developing Phase II of the Hotel/Residence.

2011 HOTEL AND HOUSING STRATEGIES	RANGE
Open Coquitlam single mothers housing project in 2011	Short-term
Open Surrey single mothers housing project in 2012	Short-term
Build partnerships with housing providers to improve access for single mothers and at-risk women	Ongoing
Explore new opportunities to develop housing for single mothers and marginalized women	Mid to long-term
Undertake hotel expansion as market conditions or funding opportunities warrant	Mid to long-term



INTERNATIONAL SERVICES

Profile and Strategies

The Youth at Risk project in Russia, funded by the Canadian International Development Agency (CIDA) and in partnership with the Association of Universities and Colleges of Canada (AUCC), has been completed and the final report *Juvenile Justice in Russia: Models, Design and the Road Ahead* is now available from the Association of Universities and Colleges of Canada.

YWCA Vancouver was proud to support the Russian Association of Christian Women to form the first ever YWCA of Russia, which was officially inaugurated at YWCA World Council in July 2007. Currently, we are working with this new organization to build organizational capacity and assist single mothers to improve the self-confidence of their children, especially those with special needs, through acting, dancing and musical movement. Workshops with a family counsellor are also part of this new initiative.

YWCA Vancouver will also work with the YWCA of Honduras to strengthen leadership and build organizational capacity, advocacy and good governance. This work is being undertaken through the International Cooperation Committee (ICC) of YWCA Canada, with financial support from the World YWCA.

As well, we continue to support the growth of the Apatin Women’s Centre in Serbia:

- The Focus employability skills curriculum, developed at YWCA Vancouver, has been translated into Serbian and is being used to train people as employment counsellors.
- Workshops led by skilled artisans provide opportunities for clients to improve their skills and learn about potential markets.
- A peer support model is being explored.

We continue to host senior delegates from various countries, including Serbia, Ukraine and Korea, who are interested in developing their own employment programs. As these opportunities unfold, we will determine how best to participate.

2011 INTERNATIONAL STRATEGIES	RANGE
Participate in YWCA Honduras project	Ongoing
Provide support to the newly formed YWCA of Russia	Ongoing
Explore new opportunities to share YWCA Vancouver best practices in other countries	Ongoing
Provide support to the Serbian project	Ongoing

MENTORSHIP

Profile and Strategies

Since 1991, the YWCA High School Mentorship Program has served over 1,500 female high school students by matching them with professional women in one-to-one mentoring relationships. This program is currently offered in partnership with eight schools in the Coquitlam and Vancouver school districts. In addition, up to 10% of program spaces are open to students not attending any of the partner schools. The YWCA Aboriginal Mentorship Program, in its second year of operation, continues to evolve as we find better ways to serve our mentees and mentors. In the 2009/2010 school year, the project served nine Aboriginal teen girls between the ages of 13 and 16.

Our Welcome to My Life™ and Boys 4 Real™ programs provide a school-based, intergenerational mentorship experience for Grade 7 girls and boys (see page 17).

The YWCA also operates mentorship programs to help men and women in their search for work. For more than seven years, YWCA Career Links has been connecting YWCA employment clients with professionals and potential employers in their areas of interest. In 2010, we expanded this program to include clients from YWCA Single Mothers’ Services. And since 2006, Connect to Success has provided mentors to over 270 women by assisting them with their job search.

Our mentorship programs continue to be seen as leading edge and we are often asked to share our expertise with both private sector and non-profit organizations.

2011 MENTORSHIP STRATEGIES	RANGE
Implement new mentorship initiatives as funding and partnership opportunities arise	Ongoing



SINGLE MOTHERS' SERVICES

Profile and Strategies

In partnership with various community agencies, YWCA Single Mothers' Services provides group support, information and referral to community services for women who are dealing with the challenges of parenting alone. We aim to support our clients' goals related to enhancing their economic independence – an approach that is yielding tangible results like new jobs, career and educational planning, and training opportunities.

The program currently operates eight groups in Vancouver and Burnaby. In 2010, due to unexpected funding cuts, three of our seven community partners reduced their financial support for child-minding services for single moms groups. However, we have been able to ensure their continued operation.

In 2010, we focused on keeping costs low by expanding volunteer initiatives:

- Thirteen new volunteer positions provide current and former program participants with opportunities to lead and develop workshops, events and a regular newsletter – enhancing self-confidence and building skills and resumes.
- Qualified female volunteers – such as life coaches and leadership trainers – are recruited to deliver life and leadership skills workshops for the support groups.

2011 SINGLE MOTHERS' SERVICES STRATEGIES	RANGE
Continue to maintain strong partnerships with current community partners	Short to mid-term
Explore new resources and opportunities in the community	Short to mid-term
Build capacity in service delivery through volunteer development	Short to mid-term

**YOUTH
WELCOME TO MY LIFE™ AND
BOYS 4 REAL™**

Profile and Strategies

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

Welcome to My Life™ – an interactive program designed to help Grade 7 girls make a successful transition to high school – was initiated in 2006 through a partnership with the Vancouver School Board and the University of British Columbia’s Learning Exchange.

In spring 2008, we piloted a parallel program for Grade 7 boys – Boys 4 Real™ – in two Vancouver schools. This groundbreaking program addresses boys’ concerns about entering the complex world of high school, examines issues of gender and the prevention of violence against women, and helps define attitudes and behaviours that are fundamental to healthy relationships.

Girls and boys participate in seven after-school sessions, each focusing on a different theme, and then work together on a community project specifically designed to address issues in their school, local or wider community. Welcome to My Life™ and Boys 4 Real™ also engage parents through one evening session and the provision

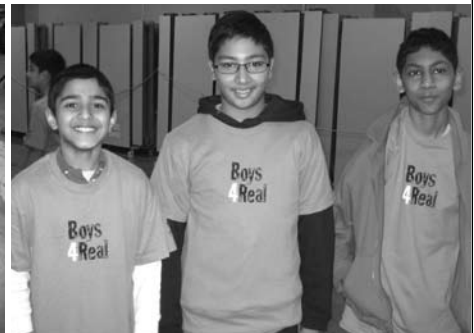
of chat-time informational booklets to encourage discussion with their children.

The programs are facilitated by university/college students who receive 20 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 mature, male and female volunteers who are established in their career paths and are called Wisdom Champion™ mentors.



The programs currently run in the Vancouver and New Westminster school districts and we are planning to expanding both programs to Richmond and Surrey in the near future. The diversity of the Metro Vancouver population presents a challenge to expansion as curriculum changes may be required to serve the student populations in different communities.

In fall 2010, a new module on internet safety and electronic bullying was piloted to address growing concerns



Finally, Grade 10 and 11 students serve as high school mentors and role models for the Grade 7 participants, creating a unique, intergenerational mentoring framework.

Since its inception, over 90 programs have been delivered to over 800 participants. The majority of participants are from culturally and ethnically diverse backgrounds. Accordingly, the leadership training includes workshops on Cultural Diversity, Anti-Homophobia and Special Needs provided by Vancouver School Board consultants.

about internet usage, safety and online bullying. In 2011, new focus groups and evaluation methods will be explored to reflect the diverse and changing issues facing youth today.

To support the growth of our youth programs, we have initiated new partnerships with various UBC faculties as well as Langara College, Douglas College and diverse corporate and community organizations.

2011 YOUTH STRATEGIES	RANGE
Expand Welcome to My Life™ and Boys 4 Real™ to two new school districts (Richmond and Surrey)	Short to mid-term
Evaluate the Boys 4 Real™ pilot program	Short to mid-term
Identify additional sources for volunteer Facilitators and Wisdom Champion™ mentors	Short to mid-term

BALANCED SCORECARD

Profile and Strategies

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 employees and enhance information systems.

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 employees 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 clients achieve through the support of YWCA services.

2011 BALANCED SCORECARD STRATEGIES	RANGE
Develop new scorecards as new programs are undertaken	Ongoing
Improve integration of the Balanced Scorecard into daily operations	Ongoing

COMMUNICATIONS AND MARKETING

Profile and Strategies

The Communications and Marketing department is responsible for internal and external communications including oversight of our websites, guidance on strategic marketing initiatives and support for media relations. Our goals are to promote awareness of YWCA programs and services and increase revenue generation. The department also assists with advocacy and public education to support the achievement of the YWCA mission and vision.

Our three strategic goals are to increase our media coverage, increase our online presence and leverage connections by making the best use of the YWCA network. We aim to tell the YWCA story most effectively by emphasizing the three key pillars of YWCA service delivery:

- supporting single mothers to achieve personal and economic independence;
- ensuring that children get the best start in life and helping youth make healthy choices; and
- creating safe and healthy communities for women and their families.

Over the past year, we paid particular attention to understanding the growing importance of social media and identifying opportunities to expand our reach through the deployment of new technology. We developed a Social Media Policy Handbook to assist managers in making informed decisions about the use of new social media applications. Social networks are bringing increased traffic to our website and we will continue to track our online presence using Google Analytics. Also in 2010, staff were trained in Search Engine Optimization (SEO) to hone skills in writing web copy and attract more visitors to our website.

In 2011, we look forward to building on the momentum of our online presence, along with our marketing pillars to best represent YWCA Vancouver’s brand.

2011 COMMUNICATIONS AND MARKETING STRATEGIES	RANGE
Increase print and broadcast coverage to support organizational objectives	Ongoing
Increase online presence and engagement with supporters via online vehicles	Short to mid-term
Whenever applicable, ensure that advocacy messages (e.g. housing, anti-violence, work/life balance and single moms) are included in all YWCA communication materials	Ongoing

FINANCE

Profile and Strategies

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 ensures that the YWCA is not dependent on any one source of funding, the loss of which could seriously impact the organization.

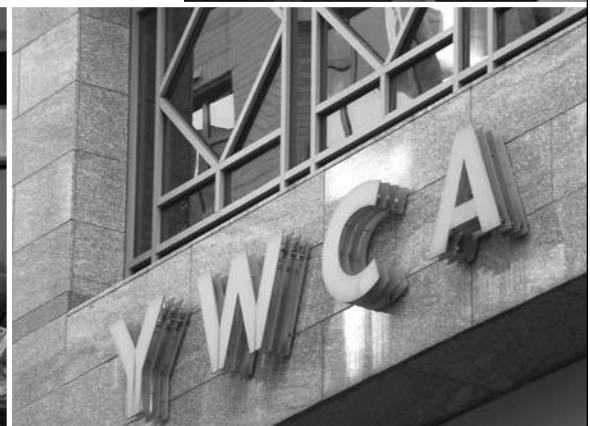
The YWCA has assets in land and buildings appraised at close to \$55.8 million. The annual contribution target to our capital reserve is reviewed every year. This contribution is required to maintain and appropriately replace our physical infrastructure. We will build our capital reserve primarily through 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 \$4.4 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.

Consistent with its risk management plan, the organization has engaged audits in the past where control procedures around the organization’s revenue collection and recording processes were reviewed. These reviews identify the risks inherent in revenue collection and recording and assess whether the controls are adequate to mitigate such risks. The organization is setting up a rolling plan to continually review controls within the finance and accounting functions, and will be reporting annually on the adequateness of these controls.



2011 FINANCE STRATEGIES	RANGE
Build capital reserve through operating surpluses and undesignated bequests	Ongoing
Ensure that revenue producing areas of the organization generate 50% or more of operating revenues	Ongoing
Monitor investment performance and alignment of investment policy	Ongoing
Ensure annual balanced budgets	Ongoing



FUND DEVELOPMENT

Profile and Strategies

To ensure long-term financial viability, 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 funding for programming. Despite the economic challenges, the department exceeded its fundraising goal in 2009 and continues to work to strengthen the community’s financial commitment to the YWCA mission.

In fall 2009, we secured a significant grant through Canada’s Economic Action Plan (through Western Economic Diversification Canada) to revitalize our Health + Fitness Centre. The renovations, which were completed in summer 2010, are an infrastructure investment that will contribute to the long-term financial health of the organization.

In 2010, we also received funding to allow our Legal Educator to develop a new series of workshops for women with children who are leaving abusive relationships and are dealing with the issues of custody and access.

From 2008 to 2010, we successfully completed a \$1.1 million capital campaign for the 36-unit Alder Gardens housing community for low-income single mothers and their children in Surrey. Construction is expected

to begin by spring 2011. The capital campaign for 30 units of housing for low-income single mothers housing in Coquitlam, Como Lake Gardens, is nearing completion. Construction is expected to begin in the fall of 2010. The balance of funds required to develop these projects will be provided by BC Housing, with land contributed by the Cities of Surrey and Coquitlam.

From 2008 to 2010, YWCA Munroe House has been fortunate to benefit from the hands-on involvement of a team of dynamic, philanthropic women. Their interest in addressing the needs of single mothers coincides with the goals of the YWCA. These volunteers will assume leadership of a capital campaign to support the development of new second-stage transition housing. Planning is underway with the capital campaign scheduled to begin in 2011.

Legacy giving continues to be an integral part of our fundraising strategy. Since 2008, we have completed several solicitation mailings, which is a new approach in the field of legacy giving and one that we will continue to explore.

The majority of undesignated legacy gifts are allocated to the YWCA Endowment Fund which currently constitutes the primary method of building this fund. We remain interested in undertaking an endowment campaign in the future, provided appropriate volunteer leadership can be recruited.



The Fund Development department also manages the YWCA Thrift Shop and oversees special events including the YWCA Women of Distinction Awards, an event that celebrates and recognizes the achievements of exceptional women and companies. In 2010, we added a new award category called Connecting the Community which brought close to 50,000 visits to our website, connecting the community with five key issues addressed by YWCA advocacy and services. In 2011, we will enhance this element of the awards program and increase our social media presence.

2011 FUND DEVELOPMENT STRATEGIES	RANGE
Build endowment through legacy gifts	Ongoing
Increase major gifts from individuals and corporations	Ongoing
Undertake capital campaign for new housing project	Short-term
Undertake endowment campaign if volunteer leadership can be recruited	Mid to long-term



HUMAN RESOURCES

Profile and Strategies

Our employees mean everything to the YWCA. Their skill and commitment is crucial to achieving our mission and delivering excellent service to more than 50,000 clients every year. In today’s competitive labour market, creating and maintaining a dynamic, collaborative, highly skilled and diverse workforce must remain a top priority for YWCA Vancouver.

Despite a challenging period brought about by recent economic uncertainty, we achieved an employee retention rate of 90%. Overall, employees remain engaged with the organization and the communities we serve and the level of employee satisfaction has remained consistently high over the past three years. Our success is largely due to

our exceptional culture and 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 focus on individual, community and environmental wellness. Employees value ongoing feedback and managers recognize the vital role that they play in providing support, coaching and recognition. Succession plans have been developed for critical positions and significant retention risks are analyzed each year.

We are also proud to employ a highly diverse workforce. Forty-one percent of

our employees identify as being from visible minorities and 4% 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.

Diversity also means attracting an intergenerational workforce. Currently, 18% of our staff are Generation Y, 40% are Generation X and 42% are baby boomers. To acknowledge these different generations and their values, we offer a broad spectrum of employee benefits. Access to professional development and new technology are key concerns for younger workers, while flexible work schedules and employee family assistance programs appeal greatly to employees seeking to balance family and work responsibilities.

Women comprise the majority of our workforce and we are proud of our success in facilitating their participation, especially when so many employers are struggling to engage female employees. 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.

A tremendous source of pride are those employees who began their involvement with the organization as clients, 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.

2011 HUMAN RESOURCES STRATEGIES	RANGE
Increase emphasis on coaching, performance feedback and internal staff recognition	Short to mid-term
Conduct staff survey to assess employees’ level of satisfaction and engagement	Short-term

RISK MANAGEMENT

Profile and Strategies

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

Part of the risk management plan is the development of a Business Continuity Plan for the organization. The Business Continuity Plan enables the organization to limit losses and ensure that 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. An organizational pandemic plan has been developed and sub-program pandemic plans are in the process of being developed.

The plan also emphasizes the employee communications and training required to build a culture of awareness and vigilance with respect to risk management, and to protect the organization from reputational risk. The organization continues to stress the importance of risk awareness with all staffs and volunteers.

2011 RISK MANAGEMENT STRATEGIES	RANGE
Build a culture of awareness among employees regarding the organization's risk management philosophy and strategy	Ongoing
Develop a risk matrix and complete pandemic sub-plans, consistent with the organizational pandemic plan framework	Short-term



VOLUNTEER SERVICES

Profile and Strategies

Consistent with worldwide trends, YWCA Vancouver is experiencing a significant shift in the interests and expectations of volunteers. In general, volunteers are less interested in regular assignments and prefer short-term projects that do not require ongoing commitment. In Health + Fitness, there is a shift away from physically strenuous activities conducted in group settings to more gentle forms of exercise and personal training.

In 2009, Volunteer Services continued to work with program managers to develop meaningful volunteer opportunities that support our mission and programs, as well as provide leadership and skill development opportunities for our volunteers.

Our group volunteer experiences continue to be very successful. We will continue to facilitate these opportunities as they meet the needs of the YWCA and provide outside organizations with team building and staff development opportunities.

In the coming year, we will place special emphasis on volunteer opportunities for young people that will enable them to gain skills and knowledge working alongside our professional and experienced staff. Our website will provide excellent opportunities to inform and engage these special volunteers.

We will focus on maximizing volunteer engagement and retention by ensuring that volunteers understand the mission of the organization and have opportunities to be connected with the YWCA and our many programs and services.

2011 VOLUNTEER SERVICES STRATEGIES	RANGE
Utilize group volunteer opportunities	Ongoing
Develop new strategies to engage volunteers, particularly youth	Short to mid-term



SUSTAINABILITY

Profile and Strategies

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

By fall 2009, various capital improvements at the YWCA Program Centre and Hotel/Residence were completed, all of which save energy, reduce water consumption and greenhouse gas (GHG) emissions and will achieve significant operating savings over time.

Our initial measurement of the organization’s GHG emissions, based on 2007 data, provided a baseline of 998 tonnes. We have set a goal to strive for a reduction of 20% by 2013.

Educational awareness and engagement initiatives – for staff, volunteers and clients – continue to support our GHG reduction plan. A two or three week focused campaign is held every fall and biweekly educational messages are sent throughout the year. In spring 2010, each YWCA location chose to focus on sustainable activities most pertinent to their own site.

To assist in the planning and implementation of our various sustainability initiatives, we were awarded two interns from the YWCA Youth Eco Internship program. Their work has included working on the rooftop garden, GHG emission measurements, employee awareness and engagement campaigns and organization-wide recycling programs.

Current purchasing practices ensure that the most economical and environmentally sustainable products and suppliers are selected.

The value we place on sustainability is reflected in the conversion of our ornamental rooftop garden, located at the Hornby Street Program Centre, to a productive farm garden,



providing fresh fruits and vegetables for women and children in YWCA programs. The goal is to harvest one tonne per year and we are well on our way with a 2009 harvest of 565 kg.

YWCA Vancouver is also committed to ensuring that any new YWCA development is “green” and we are pleased that our new housing projects for single moms in Coquitlam and Surrey will meet the Gold LEED environmental standard.

2011 SUSTAINABILITY STRATEGIES	RANGE
Achieve Gold LEED certification in Coquitlam and Surrey housing projects	Short-term
Priority selection of environmentally sustainable products and suppliers	Ongoing
Monitor, measure and reduce GHG emissions	Ongoing
Ensure reserve funds are invested through socially responsible investment screens	Ongoing

YWCA Canada and World YWCA

This document is a strategic plan for YWCA 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 through the Emerging Leaders Program, a program initiated by YWCA Vancouver that has now been adopted by YWCA Calgary and YWCA Toronto;
- support the International Cooperation Committee of YWCA Canada by providing expertise and advice to projects in Honduras and other international communities;
- play a leadership role in the Western Region by providing support to our peer associations.

We are also strong supporters of the World YWCA and member countries around the world. Our ongoing work is highlighted in the International Services Section of this plan.



Conclusion

YWCA 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 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.

