



# STRATEGIC PLAN 2019-2024

## PROCESS SUMMARY

Strategic planning is not a one-time event but an on-going process of gathering information from a variety of perspectives to identify goals, inform decision-making and set a path for proactive – rather than reactive – leadership. North York Women’s Centre (NYWC) began work on the 2019-2024 strategic plan in October 2018 when the Board tasked a team – two board members, executive director and an external consultant – to lead a structured process towards a meaningful, practical and impactful strategy for moving forward.

The Strategic Planning Task Force began its work with a review of the existing strategic plan. An environmental scan followed using a three-pronged approach: consideration of trends impacting the nonprofit and women’s-services sectors, review of internal organizational successes and challenges, and exploratory interviews with service users, partners, funders and other key community stakeholders. These interviews revealed valuable information on community needs, real and perceived organizational performance, and future priorities. A SWOT Analysis identified the strengths, weaknesses, untapped opportunities and potential threats that would inform a strategic planning workshop held in February 2019.

All NYWC board and staff members attended the workshop, where they confirmed the organization’s vision and guiding principles and updated its mission statement. They generated and shared ideas with respect to organizational aspirations, weighed alternatives and worked collectively to identify key pillars, strategies to achieve them, and elements to put in place to enable successful implementation. The Board adopted the Strategic Plan 2019-2024 on June 25, 2020.

## VISION

We envision a world where all doors are open for all women

## MISSION

NYWC is a community of diverse women. We work to advance women’s equality and empower women to effect positive change.

## GUIDING PRINCIPLES

- Promoting equity, equality and social and economic justice for all women, and
- Working within a framework of anti-oppression, anti-racism and feminism\*.

\* We practice feminism by:

1. Asking questions from a women’s perspective,
2. Acknowledging a power imbalance to the disadvantage of women, and
3. Demanding that women’s personal experiences become recognized in public policies.

## PILLARS AND STRATEGIES

1

### Program and Community Impact

- Strategy 1: Promote understanding of our position on the continuum of women's services
- Strategy 2: Share stories of impact to communicate what we do and demonstrate its success
- Strategy 3: Identify and adopt best practices informed by data tracking and analysis

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### Organizational Capacity

- Strategy 1: Diversify funding channels and reduce reliance on traditional government sources
- Strategy 2: Build a talented pipeline of staff, facilitators and volunteers
- Strategy 3: Promote board accountability to support effectiveness and compliance

3

### Community Engagement and Leadership

- Strategy 1: Increase membership base and strengthen member engagement
- Strategy 2: Integrate volunteer support that aligns with organization needs
- Strategy 3: Build community ties through partnerships and linkages to community networks

## STRATEGIC ENABLERS

NYWC will invest in the following to support the successful implementation of Strategic Plan 2019-2024.

### Storytelling

We are proud of the work we do and have compelling stories of impact to tell. We will build a culture of storytelling throughout the organization and a digital content strategy to support it.

### Technology

We will invest in technology and digital assets to improve data collection and analytics. We will use the best information available to inform decision-making and optimize resources

### Talent Pipeline

We will continuously assess skills against needs to support a talented pipeline of board, staff and volunteers. We will build competencies and fill gaps with development and recruitment.

### Revenue Diversification

We will focus on revenue diversification, attracting new donors and community investment. We will explore opportunities to leverage our program expertise for revenue generation.

### Engagement

We will promote engagement, recognizing that involving more people and perspectives will make us stronger. We will proactively promote diversity and inclusion.

### Resiliency

We have successfully responded to disruptive challenges over the years without losing sight of our vision. We will foster organizational resiliency through leadership development.

## KEY ACTIVITIES

Data Collection  
and Analytics

Stakeholder  
Engagement

Revenue  
Generation

Leadership  
Development

Succession  
Planning



116 Industry Street  
Toronto ON M6M 4L8  
E: [info@nywc.org](mailto:info@nywc.org)  
T: 416-781-0479  
F: 416-769-9912

[www.nywc.org](http://www.nywc.org)

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