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CHARITY NO: 108229881RR0001

DONATE AT YWCAHALIFAX.COM/HOW-TO-HELP/DONATE



STRATEGIC PLAN 2025-2030

OUR VISION

We envision a more equitable world in which women, girls, Two Spirit, and gender diverse people feel a strong sense of belonging and are empowered to live their lives fully and with dignity.

OUR MISSION

Rooted in our community, we support and provide a strong voice for women, girls, Two Spirit, and gender diverse people and their families and create opportunities for them to thrive.

OUR VALUES

Equity – Self-determination –
Freedom of Choice – Security –
Collaboration – Responsiveness
– Sustainability



GOALS, OBJECTIVES, ACTIONS



YWCA | 150
HALIFAX



YWCA HALIFAX
150 YEARS STRONG
EMPOWERING CHANGE,
ENRICHING LIVES

PRIORITY 1: EXCELLENCE IN PROGRAMMING

GOALS

WOMEN, GIRLS, TWO SPIRIT, AND GENDER DIVERSE PEOPLE IN THE COMMUNITIES WE SERVE FEEL A STRONG SENSE OF BELONGING AND ARE EMPOWERED TO LIVE THEIR LIVES FULLY AND WITH DIGNITY.

PROGRAMMING REFLECTS THE ORGANIZATION'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION.

OBJECTIVES

- ▶ A strong voice in advocating for women, girls, Two Spirit, and gender diverse people at the local, provincial, and federal levels.
- ▶ Recognized as a leader in equitable, sustainable, ethical, and affordable housing and child care and early learning.
- ▶ Programs are used as models for effectively and progressively addressing major societal issues affecting women, girls, Two Spirit, and gender diverse people.
- ▶ Actively expanding program areas where it has demonstrated excellence and capacity.
- ▶ Recognized as a leader in equitable, sustainable, and ethical social enterprise.
- ▶ Social enterprise is profitable and well-known within the community.

PRIORITY 2: FINANCIAL STRENGTH

GOALS

SUFFICIENT FUNDS TO ACHIEVE OBJECTIVES.

FUNDS ARE SUFFICIENTLY DIVERSIFIED SUCH THAT THE LOSS OF PARTICULAR REVENUE SOURCES IS MANAGEABLE.

ASSETS ACCUMULATE OVER TIME.

APPROACH TO FINANCIAL MANAGEMENT REFLECTS THE ORGANIZATION'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION.

OBJECTIVES

- ▶ Revenue streams are diversified.
- ▶ A higher proportion of overall revenue is unrestricted.
- ▶ Reserves are in the target range outlined in the Surplus and Reserve Policy.

PRIORITY 3: STAFF & WORKPLACE CULTURE

GOALS

WORKPLACE CULTURE IS ONE OF DIVERSITY, EQUITY, EMPOWERMENT, AND BELONGING.

KNOWN AS AN EMPLOYER THAT SUPPORTS AND VALUES ITS EMPLOYEES.

A CHAMPION OF FAIR COMPENSATION AND PAY EQUITY.

WORKPLACE CULTURE REFLECTS THE ORGANIZATION'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION.

PRIORITY 3.1: SUPPORTIVE CULTURE

OBJECTIVES

- ▶ Employees and the community are supported in the face of backlash, aggression, and hate.
- ▶ Opportunities provided for employees to build relationships, connections, and community with one another.
- ▶ Employees are regularly asked for their suggestions and feedback on directions, operations, culture, etc., & these suggestions are considered by the leadership team.
- ▶ Organizational capacity, including team size and skill sets, keeps pace as the organization grows and evolves.

PRIORITY 3.2: EMPLOYEE DEVELOPMENT

OBJECTIVES

- ▶ Each employee has a development plan that may include mentorship if the employee so desires.
- ▶ Provide support, time, and funding to employees for their development plans.
- ▶ Employees from equity-deserving groups are supported in their career development pathway, including mentorship and leadership supports.
- ▶ Employees and board members are supported in becoming organizational and community leaders.
- ▶ Organizational capacity, including team size and skill sets, keeps pace as the organization grows and evolves.

PRIORITY 3.3: COMPENSATION & REMUNERATION

OBJECTIVES

- ▶ Compensation is transparent to employees and job applicants, including salary bands, performance increases, and cost of living adjustments.

PRIORITY 4: OPERATIONAL SYSTEMS & POLICIES

GOALS

OPERATIONAL SYSTEMS AND POLICIES ENABLE EFFICIENT AND EFFECTIVE WORK.

OPERATIONAL SYSTEMS AND POLICIES REFLECT THE ORGANIZATION'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION.

OBJECTIVES

- ▶ Human resources policies are up to date and reflect our values.
- ▶ Operational policies are up to date and reflect our needs and current practices.
- ▶ Operational systems meet our current needs and set us up well for the future.
- ▶ IT systems and supports meet our needs.
- ▶ Consider environmental sustainability when making decisions related to its infrastructure and facilities.
- ▶ Employees in new roles, whether temporarily or permanently, have access to the information they need to get settled quickly in their new roles and perform their jobs effectively.

PRIORITY 5: EXCELLENCE IN GOVERNANCE

GOALS

BOARD IS EFFECTIVE AND CONTRIBUTES POSITIVELY TO THE ORGANIZATION.

GOVERNANCE REFLECTS THE ORGANIZATION'S COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION.

OBJECTIVES

- ▶ Board composition meets our needs and reflects our commitment to diversity, equity, and inclusion.
- ▶ Board members are supported from recruitment through to the end of their term.
- ▶ Governance policies are up to date.