



REXDALE WOMEN'S CENTRE

STRATEGIC PLAN



2020 - 2023

Final Report
November 2020

INTRODUCTION



Early in 2020, **Rexdale Women's Centre (RWC)** set out to develop a new **three to five year strategic** plan that would set the future direction and provide a road map for the Board of Directors and the organization.

The resulting plan builds on priorities identified in the previous plan, solidifying the organization's commitment to women, particularly those who are most marginalized, their families and the communities they live in.

The plan was developed during the first wave of COVID-19 and in recognition of the evolving nature of the environment, three year goals and objectives have been determined. These will be monitoring constantly and will be adapted as needed so that the organization can adjust its course and pivot as needed to respond to community needs, while maintaining its overall direction.



VISION, MISSION AND VALUES

VISION

At Rexdale Women's Centre, our vision is for immigrant, refugee and newcomer women and their families to effectively settle and integrate into Canadian society. We are committed to working with our clients to be self-sufficient and financially secure. They will live happy, safe, healthy and socially engaged lives in which they are honoured and respected for who they are regardless of their background.

MISSION

We support immigrant, refugee and newcomer women and their families to become fully participating members in Canadian society. As a leader in our sector, we enhance our clients' self-sufficiency and competence by providing essential services and facilitating access to community resources.

"EQUITY IS THE FOUNDATION OF RWC'S PRINCIPLES"

VISION

Equity is the foundation of RWC's Principles. We value equity, inclusion, and dignity for all women and their families regardless of their background, religion, point-of-view or position in life. Seeking to achieve fairness and justice for all, we recognize the individual needs of our clients while ensuring that we treat them with dignity and respect. We demonstrate the value of diversity through our honest, caring and ethical interactions and practices.

AT REXDALE WOMEN'S CENTRE...

WE BELIEVE that we improve women's lives by serving women and their partners, children, parents, and other family members;

Our approach to service delivery is holistic and responsive to client and community needs;

WE BELIEVE that every new person living in Canada can contribute to our society by being provided with the services, programs, and tools to integrate easily and to participate fully in our society:

- **WE VALUE** the diversity within our agency and within our community;
- **WE BELIEVE** that every woman has the capacity to be self-sufficient and financially secure and to live a life that is healthy, happy and socially active;
- **WE OPERATE** with honesty and integrity, and treat everyone with honour and respect;
- **WE ENCOURAGE** the development of caring and harmonious relationships within our agency and within our community;
- As an organization, **WE FOCUS** on what will best serve our clients' needs;
- **WE BELIEVE** that well-being within individuals, families, and communities is the foundation for well-being within our society;
- **WE PROMOTE** the principles of access and equity in all that we do



STAKEHOLDER CONSULTATION

In total almost 100 stakeholders were engaged for this planning process:

- Board of Directors
- RWC management team members
- RWC staff
- RWC clients
- Community partners

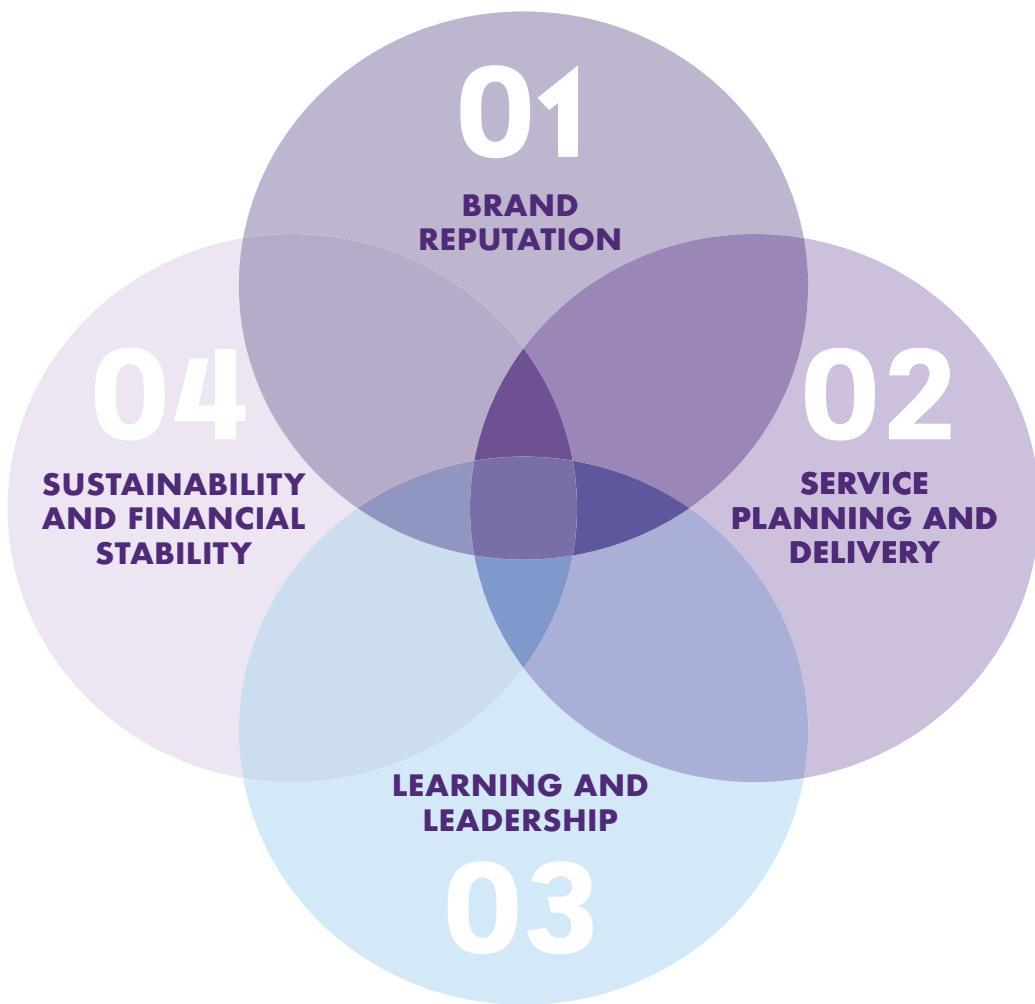
Overall, there was a high level of agreement among the key themes expressed by the different groups.



PRIORITY AREAS OF FOCUS

RWC has developed a gender based strategic plan to articulate goals and objectives that will advance the priority areas of focus already identified by the Board:

01. Brand reputation
02. Service planning and delivery
03. Learning and leadership
04. Sustainability and financial stability



PLANNING METHODOLOGY

As part of the strategic planning process, RWC:

- Developed a Community Profile describing socio-demographic, health and wellness indicators for the six neighbourhoods surrounding RWC (see Appendix A)
- Consulted with diverse stakeholders including staff, clients and service providers/partner agencies in order to produce SWOT and PESTEL Analysis (see Appendix B)

In total almost 100 stakeholders were engaged for this planning process, including the Board of Directors, RWC management team members, RWC staff, RWC clients and community partners.

STRATEGIC AREAS OF FOCUS AND GOALS

RWC has articulated goals for the four priority areas of focus. The following describes specific objectives for each goal.

01 BRAND REPUTATION

We will be recognized by our clients, community members, partners and decision makers as inclusive, reliable, consistent and trustworthy.

02 SERVICE PLANNING & DELIVERY

We will deliver innovative, needs based, highest quality and outcome oriented services and programs.

03 LEARNING & LEADERSHIP

We will advance leadership and learning at RWC by implementing sustainable human resources practices that foster exceptional performance.

04 SUSTAINABILITY & FINANCIAL STABILITY

We will secure the resources required to deliver on our short and long term strategies.

01. BRAND REPUTATION

Goal #1: Be recognized by our clients, community members, partners and decision makers as inclusive, reliable, consistent and trustworthy.

Objectives:

- 1.1 Solidify our brand position.
- 1.2 Expand brand awareness.

02. SERVICE PLANNING & DELIVERY

Goal #2: Deliver innovative, needs based, highest quality and outcome oriented services and programs.

Objectives:

- 2.1 Match our services and service delivery platforms to community needs.
- 2.2 Pursue and utilize a broad range of strategic private and public partnerships to address community needs.

03. LEARNING & LEADERSHIP

Goal #3: Advance organizational leadership and learning by implementing sustainable human resources practices that foster exceptional performance.

Objectives:

- 3.1 Ensure leadership continuity while promoting management team growth and development.
- 3.2 Enable our organization to deliver excellent services in an evolving environment.

04. SUSTAINABILITY & FINANCIAL STABILITY

Goal #4: Secure the resources required to deliver on our short and long term goals.

Objectives:

- 1. Increase overall revenues
- 2. Diversify revenue sources to achieve a balance of government and other revenue sources

GET INVOLVED AND BE PART OF OUR ON-GOING SUCCESS STORY



VISIT US ON:

Website: www.rexdalewomen.org

Facebook: @rexdalewomencentre

Instagram: @rexdalewomenscentre

VOLUNTEER

Opportunities to volunteer are available in:

- Programs and Services
- Administration

Just call **416-745-0062** and tell us you want to volunteer with us.

DONATE

Make a donation at rexdalewomen.org/sponsors

Fill out the form. Tell us you want to make a donation and we will get in touch right away!

Or donate through **Canada Helps** by clicking on the Canada Helps logo.

Our charitable registration number for your records is 11911 8297 RR0001.

This project has been supported by Women and Gender Equality Canada



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