



Making a Difference: 2017 - 2020



Rexdale Women's Centre Strategic Plan

May 29, 2017



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Rexdale Women's Centre Strategic Plan

Message from the Chair

This past year has been one with many rewarding moments, as well as one of continued challenges. We have made solid progress on many fronts, as well as identified new strategic goals, which is outlined in our latest strategic plan: *Making a Difference: 2017-2020*.

One of the continued challenges we face together as a society is how we welcome and support immigrant and refugee women and their families to become fully participating members in our Canadian society. Especially in this increasingly complex and turbulent world, with war and conflict forcing millions to seek safe havens, the need for our services is even greater than ever. Rexdale Women's Centre works at the center of this challenge. I believe, through the high-quality services provided by the incredibly talented and dedicated people of the Rexdale Women's Centre, we can help provide a better future for women and their families in Canada.

As we begin to implement *Making a Difference: 2017-2020*, which was designed with inputs from many of you, we used it to focus and challenge ourselves to better deliver on our main mission – to improve the lives of immigrant and refugee women and their families. Throughout our over 30-year history of making a difference in families' lives, we have expanded and integrated new services in our organization. *Making a Difference: 2017-2020* further challenges us to innovate to meet our immigrant and refugee women's evolving needs and to ensure a sustainable platform from where we can continue to serve their needs. We will continue to strive to achieve new milestones and extend our reach throughout the community and beyond. I am honored to be a part of this organization and in meeting these challenges with you in the years to come.



Linli Chee

Chair, Board of Directors

“WE WILL CONTINUE TO STRIVE
TO ACHIEVE NEW MILESTONES
AND EXTEND OUR REACH
THROUGHOUT THE COMMUNITY
AND BEYOND”

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Message from the Executive Director

We are pleased to present our latest strategic plan: *Making a Difference: 2017-2020*. The plan is a culmination of the many voices and input from community stakeholders, financial supporters, clients, staff, volunteers, and board members who provided feedback and support to shape the direction and future of our organization. Our strategic plan acknowledges the support of community stakeholders, service partners, government, financial supporters and the private sector to achieve our goals for a better life for the individuals we serve.

The document acknowledges our role as a leader in the sector. Our vision is to support immigrant, refugee and newcomer women and their families to become fully participating members in Canadian society. *Making a Difference: 2017-2020* provides the foundation and sets the groundwork on how we can create, support and provide opportunities for our clients to achieve independence and to feel valued and respected. In order to plan for the future and growth of Rexdale Women's Centre, we need to review our history and learn from our present. And in order to achieve our vision and mission – our future – we must change and adapt. *Making a Difference: 2017-2020* sets the steps over the next three years.



Fatima Filippi
Executive Director

“OUR PLAN IS TO CHANGE AND IMPROVE HOW WE WORK SO THAT OUR CLIENTS LIVE HAPPY, SAFE, HEALTHY AND SOCIALLY ENGAGED LIVES.”



Saadia Akram-Pall, PhD
Director of Programs



Guadalupe Herrera
Director of Programs

“WE WILL ENSURE TO BE RESPONSIVE TO OUR CLIENTS AND COMMUNITY NEEDS BY VALUING DIVERSITY AND OFFERING HOLISTIC SERVICES.”

“OUR PLAN IS COMMITTED TO RESPOND TO THE EXISTING AND EMERGING NEEDS OF THE COMMUNITY AND ITS RESIDENTS AND PROMOTE SELF-RELIANCE AND INDEPENDENCE”

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Making a Difference: 2017-2020 declares the organization's intention to establish a new foundation for the future. This intention is supported by strategic goals that provide the architecture and scaffolding for the new direction. The strategic goals are based upon both past and recent successes and proven capabilities, including our participation in the federal government's Syrian Refugee Humanitarian Project, our achieving anchor agency status with the United Way of Toronto and York Region, our pioneering programs designed for refugee and immigrant women's families, and deploying lean fiscal management and innovative leadership practices.

We must prepare for a future that involves providing leadership in the provision of women's programs locally, provincially, nationally and internationally. **Making a Difference: 2017-2020** acknowledges that our professional staff and board of directors, financial security, technology and facilities usage, research, and collaboration are key factors in our organization's past success and our future growth. In order to guide us into the future, we have adopted seven (7) strategic goals.

Through **Making a Difference: 2017-2020**, Rexdale Women's Centre will:

- A. Develop and sustain a high performing, professional team to build organizational capacity
- B. Expand funding 'cap' based on fulfillment of client needs and emerging opportunities
- C. Maintain financial stability to support existing and expanding core services
- D. Develop Identity & Branding Strategy
- E. Program Research, Planning & Development to build international credibility and prestige
- F. Maximize internal and external facilities
- G. Community Collaboration & Planning

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Mission, Vision & Principles

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

RWC's *Making a Difference: 2017-2020* is bold, pragmatic and achievable. Clients remain the centre of our focus and the reason why we exist. This strategic plan sets forth the action plans: new concepts, ideas, and practices, which build on our history as a high performing organization. We will embrace the goals so that we can continue to improve the lives of newcomer women, refugee women and immigrant women and their families.

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.

Vision

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.

Whitesell & Company

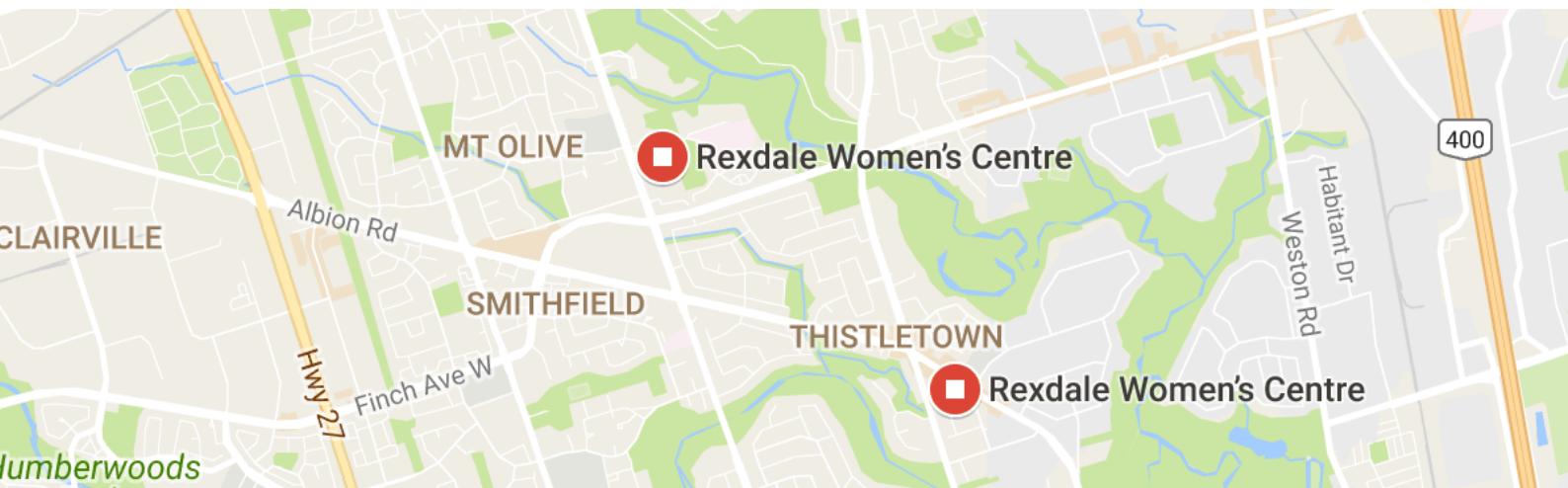
Whitesell & Company, Inc. was formed by Dr. John Whitesell—the lead consultant for the RWC Strategy 2017-2020—and is based in Liberty Village, Toronto. The boutique consulting firm offers expertise in Strategy, Change and Coaching with over three decades of experience in all sectors and over 300 clients.

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Rexdale Women's Centre—2 Locations

21 Panorama Ct #23 925 Albion Rd #309
(416) 745-0062 (416) 745-0062

The Emancipation Poster was created by a group of women who are survivors of intimate partner abuse; they were participating in the RWC Women's Healing Group. The poster was the result of the women utilizing arts and crafts to express the trauma and oppression that they experienced. The spoke identified the process of enduring the journey and arriving at a place where they can express their feelings about being able to live a life free of violence and oppression from their partners.

