



SUSTAINABLE GROWTH FOR A GREATER IMPACT

2025 TO 2029 STRATEGIC PLAN

Planned
Parenthood
Ottawa



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Prepared by



About the Strategic Plan

The 2025 to 2029 Planned Parenthood Ottawa (PPO) Strategic Plan was developed throughout 2024 through extensive engagement with the organization's staff and Board of Directors. This engagement included interviews, group discussions, and surveys. This process was led by Ivy + Dean Consulting (i+d), who were pleased to work with the PPO team under the guidance of the Project Working Group (PWG). PWG members included PPO Executive Director Jaisie Walker and Board President Kate Headley.

Additional PPO team members who participated in the strategic planning process included:

- ◆ Mariam Dakdouki, Options Line Coordinator
- ◆ Lea Gareau, Curriculum Developer
- ◆ Stephanie Mar, Options Coordinator
- ◆ Ceara McIntyre, Education Coordinator
- ◆ Stephanie Wobensmith, Gender Affirming Care Navigator
- ◆ Corina Crawley, Board Member
- ◆ Lyra Evans, Board Member
- ◆ Tara Henderson, Board Member
- ◆ Kathryn LeBlanc, Board Member
- ◆ Katherine Muldoon, Board Member
- ◆ Rotbah Nitia, Board Member
- ◆ Courtney Rock, Board Member
- ◆ Caitlin Spears, Board Member

The i+d team included:

- ◆ Amanda Guthrie, Senior Consultant & Project Lead
- ◆ Jacq Brasseur, Principal Consultant & Project Support
- ◆ Harmony Grassing, Consultant

Who We Are

PPO's mission is deeply rooted in the principles of reproductive justice, and ensuring that everyone is heard, respected, and supported in their sexual and reproductive health journey. Through inclusive sexual health education, system navigation, and compassionate counselling, PPO ensures that everyone feels supported, respected, and informed as they navigate their health, relationships, sexuality, and gender identity.

A Message From Our Leadership



On behalf of our leadership it is our pleasure to present our 2025 to 2029 strategic plan to our PPO community.

Everything we do at PPO is built on the work of people who came before us. As we embark on our 60th anniversary, we honour six decades of commitment to reproductive justice, health equity, and compassionate support. Today, as we reflect on this legacy, we also acknowledge a shifting landscape that requires us to be more adaptive and bold than ever before.

The past few years have underscored both our immense strengths as an organization as well as the pressing challenges ahead. The COVID-19 pandemic has reshaped the needs of those we serve, intensifying social and economic disparities and making access to sexual and reproductive care increasingly complex. Where once we provided a straightforward path to support, today our work requires navigating the complexities of mental health crises, gender-based violence, and discrimination in a strained and increasingly privatized healthcare system.

In addition to these challenges, we find ourselves at a time of heightened political polarization. Attacks on reproductive and trans rights have escalated globally and within so-called Canada, leaving many of us facing legal, financial, and emotional barriers to accessing essential healthcare.

This moment calls for us to recommit to our mission with unwavering resolve, determined to defend and advance reproductive rights for all.

This strategic plan is a blueprint for a PPO that goes beyond survival, and is our most robust and measurable yet. Our goals, rooted in both urgency and optimism, aim to set us on a course to more effectively dismantle the barriers that continue to limit access to comprehensive sexual and reproductive care. We are committed to working alongside our communities, advocates, and supporters to drive forward solutions that honor the full scope of human rights in reproductive health.

We look forward to continuing to meet and work with many of you as we move this plan forward. We are deeply grateful to i+d for their work supporting us in aligning our priorities and to the staff for their immense dedication. Together, we will build a movement that is unbreakable.

With love and solidarity,

Jaisie Walker
Executive Director
(they/them)

Kate Headley
Board President
(she/her)

Our Mission, Mandate, Vision, and Values

In 2024, we worked thoughtfully to craft a mission, mandate, vision, and values that reflect not only the programs and services we offer but how and why we offer them. This represents the most substantial mission change in our organization's history and more confidently sets us on the path towards the future we are building together with our clients and community.



Mission

Planned Parenthood Ottawa empowers, supports, and advocates alongside individuals seeking sexual and reproductive health care, including abortions. Through inclusive sexual health education, system navigation, and compassionate counselling, we ensure that everyone feels supported, respected, and informed as they navigate their health, relationships, sexuality, and gender identity.

Mandate

Drawing on over 60 years of experience, we empower and advocate for individuals seeking sexual and reproductive health support by:

- ◆ **Providing inclusive, comprehensive sexual health education** through pro-choice, anti-oppressive, and evidence-based workshops tailored to youth, marginalized groups, and community members.
- ◆ **Offering system navigation and counselling services** through programs like *Options* and *Affirm*, helping individuals access abortion care, contraception, sexual health testing, gender-affirming care, and emotional support.
- ◆ **Advocating for reproductive justice and bodily autonomy** by working to reduce stigma, eliminate barriers to care, and promote health equity.
- ◆ **Prioritizing support for marginalized communities**, including 2SLGBTQIA+ individuals, newcomers, and uninsured people, ensuring they receive the care they deserve.
- ◆ **Engaging with the community through outreach and resource distribution**, offering free contraceptives, pregnancy tests, and gender-affirming resources, and fostering conversations around consent, healthy relationships, and gender-based violence prevention.



Vision

Our vision is for a community where everyone has access to equity-driven, pro-choice, and culturally safe sexual and reproductive healthcare. In this future, bodily autonomy is universally upheld, reproductive justice is a reality, and everyone is free from stigma, shame, and barriers to care.

Values

Reproductive Justice: We believe in the human right to maintain personal bodily autonomy, have children, not have children, and parent the children we have in safe and sustainable communities.

Pro-Choice: We champion the right of every individual to make their own informed choices about their bodies and health, free from coercion or judgment.

Community-driven: We build and nurture strong, supportive networks where individuals feel connected and empowered to thrive.

Sex Positive: We embrace and celebrate the joy of exploring our bodies, health, and sexuality, fostering an environment free from shame and stigma.

Anti-Oppressive: We are committed to providing inclusive, culturally responsive care that centers marginalized worldviews and recognizes and responds to the historical, intergenerational, and present impacts of stigmatization, discrimination, and oppression. We ensure all of our work is centered on challenging oppressive power structures and contributing to systemic and institutional change.

Accessible: We are committed to ensuring that our programs, resources, and services are accessible to everyone, addressing the specific needs of marginalized communities.

Evidence-Based Knowledge: We provide accurate, current, and research-based information to empower individuals in making informed decisions about their health and well-being.

Organizational Assessment

As part of the work to develop a strategic plan for PPO, i+d completed an organizational assessment to evaluate the organization's health and capacity. The assessment approach used an i+d-adapted version of the Nonprofit Lifecycles Framework which we're referring to as the Adapted Nonprofit Lifecycles Framework (ANLF), which is designed to assess a non-profit organization's health and capacity as it moves through various stages of development and change.

Specifically, the ANLF assesses the following components of an organization:

1. Management
2. Governance
3. Resources
4. Administrative Systems
5. Programs and Services
6. Anti-Oppressive Practices

The assessment included a survey, which was completed by all staff and board members, and a facilitated session with the Executive Director and Board of Directors where survey results were unpacked and discussed in order to determine final assessment outcomes.

The results show that our organization is overwhelmingly in a Growth stage. Over the past 60 years, PPO has gone through immense organizational change and growth. As a result, we currently find ourselves providing high quality and impactful services amidst an extremely high community demand that exceeds the organization's current operational capacities. This need for sustainable growth to meet community needs fuels the intentions of the strategic plan.



About Ivy + Dean Consulting

i+d was founded in January 2021 and is a bilingual consulting firm that brings an equity-focused, community-informed, and accessible approach to governance, leadership, and programming for small and medium-sized non-profits. i+d currently has offices in Regina, Saskatchewan and Yellowknife, Northwest Territories, places that are close to their hearts and inform their values of priority service for those living and working in small cities and regions across Canada.

Our Strategic Plan Priorities

Since the COVID-19 pandemic hit Canada in 2020, our healthcare system has become increasingly difficult to navigate and support that once looked like a straightforward referral now includes complex system navigation, client advocacy, and crisis counselling. More than ever, our teachers, youth, parents, families, and community members need tailored support to access life-changing and life-saving information about their sexual and reproductive health. For PPO to continue to remain agile and responsive we must move from a state of struggle to a state of thriving organizational health; secure core and increased funding; and explore new services and programs that remove barriers and build essential skills.

When we asked our staff, board, and community partners in interviews to describe the future of our organization and the outcomes of our work that we are striving for, these included:

- ◆ A city where youth don't have to find sexual health education on their own.
- ◆ A community in which high quality sexual health education is provided to youth as well as teachers and their parents.
- ◆ A world in which there is no shame regarding bodies, relationship types, and sexual health.
- ◆ A community where everyone can access non-judgemental, safe, and evidence informed sexual and reproductive health support in an equitable way.

We have identified five interconnected priorities to bring this future to life:



Our Strategic Priority Populations

Through interviews, program assessments, and direct support provision, our team has identified the following priority populations. While we support all community members, naming priority populations keep us focused on securing resources that will make the biggest difference when it comes to alleviating barriers, centering diverse perspectives and worldviews, and working towards reproductive justice.

PPO priority populations are:

- 1. Newcomers and Racialized Communities**
- 2. 2SLGBTQIA+ Communities**
- 3. Francophone, French-speaking, and Official Language Minority Communities (OLMCs)**
- 4. Youth in Elementary, Middle, and High School**
- 5. People Living in Shelters and/or Using Substances**
- 6. Parents, Guardians, and Families**
- 7. People with Disabilities**

Our team will also prioritize programs and resources tailored to **cisgender boys and men** to ensure they are active participants in relationship and sexual health education, and strategies to promote community safety and wellbeing.

These priority populations will be assessed on an annual basis to ensure we are connected to our community's needs.



Our Strategic Plan Goals

Priority

Increasing Financial Sustainability

A

To increase financial sustainability through diversified and strengthened revenue streams.

- ◆ By September 2025, a Fee-for-Service Framework will be created and implemented for education services and will be reassessed annually.
- ◆ Donor revenue will be increased by 10% each year by implementing our Donor Stewardship Strategy.
- ◆ By March 2027, we will move our fiscal year to allow for better alignment with the non-profit sector and non-profit funders.
- ◆ By January 2029, grant and foundation funding will be increased by 20% compared to 2025.
- ◆ By January 2029, two funding partnerships will be secured to provide sustainable support for our education, *Options*, and *Affirm* programs.

Priority

Strengthening Existing Services

B

To provide outstanding high quality services and programs that are relevant, impactful, and meaningful to the communities we serve.

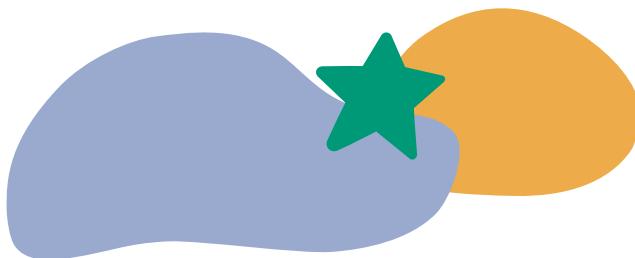
- ◆ By January 2025, implement an annual awareness strategy for the *Options* program that highlights and promotes the unique support offered to healthcare providers and community members, especially those who experience multiple forms of oppression. Following this implementation, we will reassess tactics annually to determine new targets and promotion methods.
- ◆ By March 2025, increase the service hours for the *Options* program to 9:00am to 5:00pm.
- ◆ By January 2026, implement an education strategy that will be renewed annually. The strategy will include identifying target communities, priority issues, and goals.
- ◆ By January 2027, implement a simple and scalable quantitative and qualitative evaluation process for existing programs.
- ◆ By January 2027, explore methods to improve system navigation for abortion services in the Ottawa region.
- ◆ By January 2029, improve access to peer-to-peer system navigation and counselling for those seeking gender affirming care and trans-affirming reproductive healthcare in Ottawa.



Increasing Operational Capacity

To increase operational capacity so that the organization can continue to meet rising service needs and maintain sustainable growth.

- ◆ By December of each year, conduct an annual compensation review, adjusting salaries to keep pace with cost of living, organizational growth, and sector trends.
- ◆ By May 2026, move to a new location in order to increase accessibility, visibility, and function.
- ◆ By December 2026, all job descriptions will be reviewed and finalized.
- ◆ By March 2027, PPO will hire a role focused on operations.



Building Governance Capacity

To strengthen PPO's Board processes and systems.

- ◆ By January 2027, the Board will pilot advisory roles on the Board via ex-officio¹ appointments.
- ◆ By September 2027, 80% of board members will report experiencing a culture of participation, engagement, and effective governance, and an improved understanding of their roles, the organization's finances, and operational functions.
- ◆ By January 2028, the Board will determine what governance model² will best meet the governance and operational needs of the organization.
- ◆ By 2029, the Board will have a formalized onboarding and offboarding process and a retention rate of 80% with board members completing their term limits.

¹ An ex-officio appointment is a member of the Board who holds their role as a result of their status or another position they hold.

² A governance model is a framework that outlines an organization's general leadership accountabilities and describes how leaders make decisions and interact with each other.





Exploring Medical Services

To explore and pilot medical services by January 2029.

- ◆ By March 2027, a feasibility study for implementing medical services will be conducted and completed.
- ◆ By November 2027, an implementation plan to pilot medical services will be written.
- ◆ By March 2028, a capital campaign to announce medical services will be launched.
- ◆ By January 2029, sustainable medical services will be piloted.



As we embark on this new strategic plan, we reaffirm our commitment to advancing reproductive justice, accessibility, and inclusive care. Our goals are rooted in the belief that everyone deserves equitable access to compassionate support, education, and health services. This plan represents not only our vision for the next four years but also our promise to the communities we serve. Together, we will build a future where sexual and reproductive health is a guaranteed right for all. We are excited to move forward, stronger and more aligned than ever, in partnership with our staff, board, and community.



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