



SHORE CENTRE

STRATEGIC PLAN
2025–2028



ABOUT US

SHORE Centre is a community organization for reproductive and sexual health, grounded in the belief that every person deserves to make their own choices about their body, their relationships, and their future. For fifty years, we have walked alongside people through moments of decision, care, and advocacy, offering a space where dignity is non-negotiable and every voice matters. Our work is rooted in reproductive justice, antiracism, and accessibility, and we strive to meet people where they are with compassion and honesty. We know that this work is urgent, and that sustaining it takes courage, creativity, and a shared commitment from all of us. This strategic plan is both a roadmap and a promise: that SHORE will continue to evolve, respond, and lead with integrity in the face of shifting needs and challenges, while holding fast to the truth that our communities are strongest when everyone has the power and resources to thrive.

OUR MISSION

SHORE Centre offers exceptional and inclusive sexual and reproductive health services in our community that uphold the dignity of everyone.

OUR VISION

SHORE Centre imagines a community that values sexual health and reproductive freedom as essential for people to live their best lives.

OUR VALUES

ACCESSIBLE

We strive to make our programs and services welcoming to all and barrier-free.

INCLUSIVE

We celebrate diversity and respect the unique lived experiences of every person in our community. We are sex positive and value sexual and gender diversity.

ACCURATE

Our programs and services are modeled on scientific evidence and best-practices as well as the lived experience of the people we work with.

COURAGEOUS

We fearlessly advocate for the human right of bodily autonomy and boldly defend choice as we adapt to policy and system changes.

SHORE Centre is stepping into the next three years with urgency and clarity. In a time when reproductive and gender-affirming care is being restricted or stigmatized across Canada, we remain one of the few places in Waterloo Region where people can find safe, respectful, and inclusive support. Our clinic, peer health supports, education programs, and counselling services are not luxuries. They are lifelines. Every day, we meet people navigating pregnancy, abortion, parenting, gender identity, trauma, and transition. And every day, we see the growing need for care that is accessible, affirming, and rooted in justice.

We are also in a moment of transformation. Following a change in leadership and turnover in key roles, we now have a new Executive Director who brings strong experience in fundraising and long-term planning. Our clinic has grown quickly in response to community demand. However, our funding and staffing models have not kept pace with these needs. Too often, the scope of our work has been shaped by what funders prioritize, rather than being fully aligned with the evolving needs. While our values and direction remain rooted in community priorities, navigating funder requirements, particularly those of government and private grants has sometimes limited how far or how fast we can grow. We recognize that this approach is no longer sustainable. Moving forward, we are committed to pursuing funding that aligns with

priorities defined by the community, rather than just what is currently available.

We are also reflecting on how we talk about our mission. SHORE has often been described as a reproductive rights organization.

While that frame has been important, it does not fully reflect our values today. The language of "choice" often assumes that everyone has equal access to make choices including access to resources, safety, and support. That is not true for many of the people we serve, including but not limited to those who face racism, ableism, transphobia, colonization, poverty, homophobia, misogyny, fatphobia, ageism, xenophobia, and intergenerational trauma. It also does not reflect the lived experiences of many of our staff, who are themselves part of the communities most impacted by systemic barriers.

To develop this strategic plan, we engaged in a thoughtful and inclusive process. We conducted dedicated planning sessions with both staff and board members, as well as individual interviews with staff, board members, partner organizations, and SHORE constituents. This effort was supplemented by an internal review and an external environmental scan to understand the factors that support or hinder our goals.

Additionally, we distributed surveys one open to the general public through social media and another tailored to partner community organizations, to gather broad and representative input that would inform our strategic directions.

WHAT WE ARE UP AGAINST

We are facing rising attacks on reproductive rights and an alarming surge in far-right ideology. Misogyny, transphobia, racism, and other forms of hate are becoming more socially and politically acceptable. These beliefs are showing up in policies, the media, and the everyday experiences of our clients and staff. Stigma around abortion, gender-affirming care, and public education is deepening. Misinformation is spreading rapidly. Public funding continues to shrink, and our donors are being pulled in many directions. Our team is carrying the weight of this work while also navigating exhaustion, grief, and change.

WHAT'S WORKING WELL

- We have earned deep trust across our region because of our trauma-informed, inclusive services.
- Our team brings lived experience, courage, and community knowledge.
- Our clinic fills a vital gap in local access to reproductive and gender-affirming care.
- Our education work is strong and in high



WHAT WE ARE WORKING TOWARDS

We envision a region where everyone, regardless of their income, race, gender, or immigration status, can access the full spectrum of reproductive and gender-affirming care without shame, delay, or discrimination. We are working toward a future where care is built by and for the communities who need it most, and where that care is sustainable, holistic, and rooted in justice. We want to grow not only the services we offer but the collective power of the people we serve. We aim to center lived experience in every decision, shift power away from funder-driven priorities, and build a system that listens, learns, and evolves with our community. We are not just defending what exists; we are creating what is possible.

WE ARE NOT TURNING AWAY FROM OUR PAST. WE ARE BUILDING ON IT.

REPRODUCTIVE RIGHTS HELPED BUILD THE BRIDGE.

REPRODUCTIVE JUSTICE ASKS WHO ACTUALLY GETS TO CROSS IT.

ARE THERE TOLLS THEY CANNOT AFFORD?
IS THE BRIDGE EVEN OPEN IN THEIR TOWN?
CAN THEY FEEL CONFIDENT THAT WHAT IS
ACROSS THE BRIDGE WILL NOT CREATE MORE
HARM?

WE ARE COMMITTED TO EVOLVING OUR APPROACH SO THAT IT REFLECTS THE WHOLE TRUTH OF WHAT PEOPLE NEED TO LIVE AND THRIVE.

THIS PLAN IS ABOUT NAMING WHERE WE ARE, ACKNOWLEDGING WHAT MUST CHANGE, AND MOVING TOWARD A FUTURE THAT IS MORE SUSTAINABLE, MORE HONEST, AND MORE JUST.

BUILD FINANCIAL SUSTAINABILITY

WHY IT MATTERS

SHORE plays a critical role in ensuring that people in Waterloo Region, especially those facing systemic barriers, have access to care and information that is safe, accurate, inclusive, and justice-rooted.

However, the care we offer is only as stable as the resources behind it. With public funding shrinking, reproductive rights under attack, and donor landscapes shifting, we must build new financial strategies that reflect the real value and urgency of this work. This is not just about SHORE surviving. It is about protecting and expanding community-based access to abortion, gender-affirming care, sexual health education, and trauma-informed support. It is about building a financial foundation strong enough to hold the future we want and flexible enough to respond to what our communities need.

KEY ACTIONS

- Develop a multi-year, mission-aligned revenue strategy that includes unrestricted giving, grants, major gifts, and earned income rooted in our values.
- Launch a bold, values-driven fundraising campaign that tells the truth about our work, the forces we are up against, and the future we are fighting for.
- Strengthen financial systems and storytelling practices that support trust, transparency, and shared accountability with our donors and partners.
- Cultivate new and existing relationships with funders, partners, and community investors who are aligned with Reproductive Justice and willing to resource it.

STRENGTHEN COMMUNITY CAPACITY FOR INCLUSIVE, SUSTAINABLE CARE

WHY IT MATTERS

SHORE is more than a clinic. We are a critical access point, a convener, and a trusted voice in Waterloo Region's reproductive and gender-affirming care landscape. However, we cannot meet this mandate alone. Our strength must be matched by strong partnerships, collaborative systems, and sustainable models of care that extend beyond our walls. That includes advocating for the resources, staffing structures, and support that community-based care providers, including our own team, need to keep doing this work.

As public systems continue to shrink, the weight is falling on small organizations like ours. Strengthening our internal infrastructure is about ensuring that community-led, trauma-informed care remains possible, replicable, and rooted in justice. By modeling sustainable practices, supporting sector peers, and advocating for structural change, SHORE is helping to build a more durable and inclusive ecosystem of care in our region.

KEY ACTIONS

- Collaborate with community partners to identify gaps in regional access to care and co-design responsive, justice-rooted solutions.
- Develop and share sustainable staffing and service delivery models that reflect real-world capacity, lived experience, and community-defined need.
- Advocate for funding frameworks and policy changes that recognize the essential role of community-based providers in reproductive and gender-affirming care.
- Strengthen the support and learning from peer organizations and service providers through shared learning, training, and resource development grounded in trauma-informed, antiracist practice.

MOVE TOWARD REPRODUCTIVE JUSTICE

WHY IT MATTERS

Our mission cannot be limited to legal access alone. We must also name the barriers, histories, and harms that shape who gets care and who does not. Reproductive Justice invites us to move beyond a framework of individual choice and consider the broader systems that enable or prevent people from truly having autonomy over their bodies and lives. It was created by Black women and other women of color who knew that legal rights are not the same as real access and that justice requires more than law.

We know that the language of “choice” was powerful and necessary, especially during times when legal abortion was under direct threat. Many people fought, sacrificed, and organized under that banner. We honor that history, and we are here because of it. It is about expanding our vision to include the people and struggles that were left out of earlier frames. It is about asking deeper questions: Who has the resources to make a choice? Who is safe enough to act on it? Who is even offered one?

We believe our work must reflect the lived realities of the people we serve, including but not limited to the impacts of racism, ableism, transphobia, colonization, poverty, homophobia, misogyny, fatphobia, ageism, xenophobia, and intergenerational trauma. Reproductive Justice helps us name those truths. It helps us build trust with our communities, align our actions with our values, and push for lasting change that goes beyond access alone. We are committed to moving forward with care, transparency, and deep respect for the work that brought us here.

KEY ACTIONS

- Transition our public language away from “choice” and toward Reproductive Justice, using language that reflects real barriers and systemic inequities.
- Build a communications strategy that recognizes that this change may be uncomfortable for some, and that clearly explains this shift clearly and respectfully to our clients, donors, and broader community.
- Collaborate with community partners, particularly those led by and serving people most impacted by systemic oppression, to guide our programs and advocacy.
- Create learning opportunities for staff, board, and supporters to deepen our collective understanding of Reproductive Justice.
- Use our platform to advocate not just for access to services, but for the larger social and economic changes that make reproductive freedom truly possible.

THIS IS THE ROAD AHEAD

This plan is not about arriving at a final destination. It is about choosing a direction rooted in care, truth, and justice. We do not have all the answers. We are naming what needs to change, and we are committing to move through that change with courage. We know the path forward will not always be easy. We are doing this work in a world where far-right ideology is gaining ground and hostility toward bodily autonomy, gender freedom, and racial justice is growing. The people most often at the frontlines of resistance are also the ones most in need of support, care, and safety; many of whom are

the very people who walk through our doors, and many who are part of our own team. And yet, our strength, rooted in community and care, is growing too.

We are not alone in this work. We are grounded in the relationships we hold, the trust we have built, and the shared vision we carry with our community.

SHORE exists because people need a place where they are believed, affirmed, and supported in making decisions about their bodies and lives. That is not going to change. What will change is how we deepen our impact, grow our reach, and work in closer partnership with others who are fighting for justice.

WE ARE BUILDING TOWARD A FUTURE WHERE CARE IS ACCESSIBLE, ADVOCACY IS BOLD, AND THE PEOPLE MOST IMPACTED ARE LEADING THE WAY. THAT FUTURE IS NOT A DREAM. IT IS A DIRECTION. AND WE ARE ALREADY MOVING TOWARD IT, TOGETHER.