

Board of Directors Recruitment Brief

YWCA Metro Vancouver (“YWCA”) is seeking applications from self-identified women living in the Metro Vancouver region to serve on its Board of Directors (“Board”). This recruitment brief provides information regarding the opportunity and selection criteria to serve as a volunteer board member of the YWCA.

About the YWCA Metro Vancouver

The YWCA is commemorating 125 years in 2022. Our vision: We boldly envision a just and equitable world for women, families and allies. Our mission: We advance gender equity alongside women, families, Two-Spirit and gender diverse people through advocacy and integrated services that help support personal, collective and economic wellbeing.

The YWCA is appropriately described as an entrepreneurial non-profit. With an annual budget of just over \$40 million, the YWCA generates annual revenue from social enterprises: a hotel and residence and two health and fitness centres. Other revenues are generated through fundraising, government contracts, fee-for-service programs, investments, events and more.

The YWCA has a large, highly engaged workforce, consisting of over 400 employees (239 FTE) and over 800 individual and group volunteers. Diversity, equity and inclusion is valued at the YWCA and increasing diverse representation within our organization’s workforce is a priority.

In 2015, the YWCA received Imagine Canada’s Standards accreditation, reflecting the organization’s demonstrated excellence in five areas of operations: board governance, financial accountability and transparency, fundraising, staff management and volunteer involvement. In 2017 and again in 2020, the YWCA’s Employment Services division received a three-year accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF commended the YWCA on its outstanding work in leadership, governance, input from persons served and other stakeholders, financial planning and management, risk management, health and safety, human resources, and performance measurement and management, among others.

About YWCA Canada

YWCA Canada is a leading voice for women, girls, Two-Spirit and gender diverse people.

For 150 years, they have been at the forefront of a movement: to fight gender-based violence, build affordable housing and advocate for workplace equity.

They work to advance gender equity by responding to urgent needs in communities, through national advocacy and grassroots initiatives.

The YWCA is one of 32 member associations that comprise YWCA Canada. Incorporated in 1893, YWCA Canada is the country’s oldest and largest women’s multi-service organization; a charitable, voluntary organization, which serves as the national coordinating body for the YWCA movement in Canada. In turn, YWCA Canada is a member association of the World YWCA, which unites 25 million women and girls worldwide and spans 125 countries.

Each member association operates autonomously, governed by a local board of directors and serving the needs of its local community. Together, the Canadian member associations set policy for YWCA Canada and elect its board of directors.

Organizational Strategy

The YWCA's strategy for growth is developed through its strategic planning process and involves the Board of Directors, management team and key community partners. The strategic plan defines high-level strategic directions for advocacy, core service areas and operations. It also documents progress and serves as a guide for departmental activities and program development as they relate to the ongoing, mission-based work of the organization.

The YWCA uses a balanced scorecard, which is an integrated performance measurement system that links four perspectives: Be Financially Healthy; Run the Business; Learn and Grow; and Serve the Client. It balances objectives from both a financial and non-financial perspective and aligns the mission with resources and operations.

Programs and Services

The YWCA offers 72 programs in 66 locations across Metro Vancouver, including:

- Housing: transitional housing for women and children who have left abusive relationships; affordable housing for low-income single mothers and their children; supportive transitional housing for pregnant women and new mothers committed to overcoming addictions
- Support services for low-income single mothers and their children
- YWCA Crabtree Corner offers women and families in the Downtown East Side access to several community and parenting programs
- Youth education and development: delivery of mentorship programs and after-school programs for girls and boys, designed to build developmental assets, reduce violence against women and address urgent issues facing today's youth
- Employment services and programs for women, men and youth
- Four early learning and child care centres (in Vancouver) for children up to five years old
- Affordable hotel/residence: 220 rooms open to all travellers, that also offers emergency shelter and longer-term residency options
- Two YWCA health and fitness centres, both co-ed, state-of-the-art fitness facilities in downtown Vancouver
- Support for youth who are transitioning or have transitioned out of foster care

Advocacy

The YWCA's approach to advocacy is rooted in front-line experience and supported by credible research. On the front-line, the YWCA advocates on behalf of individuals, and at a broader level the YWCA advocates for systemic changes that support the full realization of gender equity.

The YWCA is a feminist organization. We take an intersectional perspective, which means we understand that inequities related to race, Indigenous identity, socioeconomic background, gender, and sexual orientation (among others) are interrelated and work to compound the discrimination and disadvantage experienced by women and gender diverse people. Our advocacy positions reflect this.

The following are some key policy and social issues that the YWCA takes a position on. The YWCA's support for these positions is long-standing. This is not a complete list; we may advocate for other specific policy changes from time to time, but most of our advocacy work falls under these broader issues.

- Stopping violence against women;
- Ensuring women have access to legal supports and services;
- Ensuring women's economic wellbeing;

- Ensuring single mothers are provided with social and economic supports;
- Advocating for universal early learning and child care;
- Advocating for safe, affordable housing for single women and their families;
- Supporting a woman's right to choose (i.e. pro-choice) with respect to sexual and reproductive issues.

Enterprise Risk Management

Risk management is fundamental to the YWCA's governance, planning, budgeting and compliance framework. It is an integrated part of all activities and processes, including strategic and business planning, operational performance and all organizational and program objectives.

The Opportunity

For 2022, the YWCA Board is seeking applications from self-identified women living in the Metro Vancouver region to fill up to two board positions.

While not a requirement, the YWCA Board is seeking director candidates with the following experience:

- Human Resources, Talent and Culture experience¹
- Housing and Development²

The YWCA Board has identified equity, diversity and inclusion as essential elements in attracting directors and maintaining a high-functioning Board and organization. In accordance with the YWCA's commitment to diversity and belonging, the Board is particularly seeking applications from candidates who are from the following groups:

- Indigenous peoples (First Nations – includes Status, Treaty or Non-Status, Métis and Inuit)
- Racialized individuals (includes people, other than Indigenous, who are non-white regardless of place of birth) and
- LGBTQ2S+ individuals.

As a YWCA board member, you will have the opportunity to contribute your skills and expertise to a reputable, highly respected organization serving women, families, and gender diverse people.

The Role

The YWCA's volunteer Board of Directors are engaged, strategic thought leaders whose responsibilities include the governance and oversight and monitoring of:

- Strategic plan and organizational performance
- Annual operating and capital budget and results
- Enterprise risk management
- CEO Recruitment, retention and evaluation
- Management succession planning and development

Board members will be required to:

¹ experience in, or understanding of, compensation, benefits and pension programs, labour relations, performance assessment, succession planning, talent development, retention and culture

² experience in, or understanding of standards policies and best practices related to project management, property management and capital improvements

- Be members in good standing of YWCA Metro Vancouver, when nominated
- Understand and be willing to carry out the duties and responsibilities of a Board of Directors
- Support the vision, mission and values of YWCA Metro Vancouver and its role in both YWCA Canada and World YWCA
- Be committed to a just and equitable world for women, families and allies and should be knowledgeable about gender equity
- Support the YWCA's advocacy positions
- Where possible, make a personal financial contribution that demonstrates personal commitment and establishes credibility if called upon to ask others to give
- Devote the time and effort necessary to fully participate in the governance of the organization
- Contribute personal expertise to further the aims of the organization
- Where possible, recommend individuals or corporations as potential donors
- Participate fully on board committees as assigned
- Have prior involvement with or demonstrate a strong understanding of YWCA programs, or their equivalent
- Along with all staff and volunteers, be fully COVID-19 vaccinated (as per the BC Government definition of fully vaccinated). We will ask you to provide proof of vaccination if you are offered a position on the Board

Experience and Competencies

The Board is strongest and most effective when the following core competencies are represented. Ideally, each Director will contribute knowledge, experience and skills in at least one or two domains:

Audit and Finance	Housing and Development	Legal and Regulatory
Corporate Governance	Human Resources, Talent and Culture	Marketing and Communications
Environmental and Social Sustainability	Information Technology and Cybersecurity	Operations
Fundraising	Investment Management	Risk Management
Government Relations, Public Policy & Advocacy		Strategic Planning

These skills and experience should be reflected in an appropriate balance of diversity, including Indigenous, ethnic, cultural, LGBTQ2S+ and age. Further, it is understood that emphasis should be on recruitment of directors who bring more than credentials or designations by contributing to a culture characterized by integrity, diligence and active participation.

The following competencies are of fundamental importance in the recruitment of new board members:

Values and Commitment

- Demonstrates values and leadership that are aligned with the vision and mission of the YWCA
- Passionate about the cause of gender equity
- Committed to volunteerism and understand the positive role of the voluntary sector

Integrity and Accountability

- Has demonstrated high ethical standards and integrity in their personal and professional dealings and must be willing to act on – and remain accountable for – their boardroom decisions
- Demonstrates high moral and ethical behaviour
- Respected and influential in the community and/or possess special knowledge, skills or experience which would assist the work of the Board

Strategic Thinking

- Demonstrates strategic, creative and forward thinking, helping the organization to prepare for the future
- Addresses complex issues by analyzing and integrating information, considering risks, implications, detractors, and contradictory information to highlight potential problems
- Capable of providing wise and thoughtful counsel on a broad range of issues

Relationship Management

- Seeks and builds collaborative relationships with all stakeholders to engage, mobilize and advance the objectives of the YWCA
- Fosters a strong and collaborative working relationship with the CEO, senior management team and staff
- Facilitates and contributes to a culture of trust and respect

Business Acumen

- Financially literate and familiar with processes for evaluating organizational performance
- Has a keen business sense to ensure that management is fiscally responsible in ensuring that funds are used to most effectively meet the organization's mission
- Uses sound judgment and logic in all decision-making

Organizational and Environmental Awareness

- Demonstrates a broad understanding of the social and economic context within which the YWCA operates, understanding and anticipating the potential trends of the political environment and the impact this might have on the organization
- Always focused on what is in the best interest of the YWCA and the people it represents

Mature Confidence

- Values the performance of the Board as a whole over individual performance and should demonstrate respect for others in executing their responsibilities to the YWCA

High Performance Standards

- Has a history of achievements that reflect high standards for themselves and others, enabling them to contribute to the superior performance of the YWCA Board