

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 YWCA Metro Vancouver

For 125 years, the YWCA has acted and advocated to right inequities women and families experience by providing responsive services, culturally sensitive programs and forward-thinking advocacy in communities across the Metro Vancouver region.

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 nearly \$50 million, the organization generates annual revenue from two social enterprises: a hotel and residence and a health and fitness centre. Other revenues are generated through fundraising, government contracts, fee-for-service programs, investments, events and more.

The YWCA has a highly engaged workforce of approximately 500 employees (336 of whom are full-time) (and hundreds of individual and group volunteers). Diversity, equity and inclusion is highly valued at the YWCA and increasing diverse representation across all levels our organization’s workforce and volunteer board is a priority.

The YWCA is accredited under Imagine Canada’s Standards program, 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. Incorporated in 1893, YWCA Canada is the country’s oldest and largest multi-service feminist organization, working to advance equity through national advocacy and grassroots initiatives.

YWCA Metro Vancouver is one of 30 member associations that comprise YWCA Canada, 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 and long-term sustainability is developed through its strategic planning process with the Board of Directors, management team and key community partners. The strategic plan, which is set to be updated for 2024, defines high-level strategic directions for advocacy, programs and services, and operations. It also documents performance and impact, serving 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 73 programs, delivered virtually and in-person across more than 150 Metro Vancouver locations, including:

- 14 housing communities serving more than 800 mothers and children, including second-stage transition housing for women who have left abusive relationships and their children; long-term housing for women and single mothers on low incomes and supportive transitional housing for pregnant women and new mothers in recovery. Residents have access to other YWCA programs and services, and a foundation to move towards health, well-being and economic stability
- Four early learning and childcare centres (in Vancouver) serving a range of family needs, including programs for the children of teen moms and vulnerable families
- Training, pre-employment and employment programs serving adults and youth, with specialized supports for a range of jobseekers, including single mothers, people who have experienced violence, newcomers and refugees and youth transitioning out of foster care
- Holistic, culturally-sensitive programs and services for self-identified women and families in the Downtown Eastside through YWCA Crabtree Corner Community Resource Centre
- Mentorship and after-school programs for youth focused on building healthy relationships and social and emotional resilience
- Individual- and group-based supports for single mothers
- A budget hotel open to all travellers, with half of all room nights reserved for emergency stays. Revenues from this social enterprise help fund YWCA community programs.
- A co-ed health and fitness centre in Downtown Vancouver. Revenues from this social enterprise also help fund YWCA community programs

Advocacy

The YWCA's approach to advocacy is rooted in front-line experience and supported by research and partnerships. On the front-line, the YWCA advocates on behalf of individuals, and at a broader level the organization 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 prioritizes for advocacy. The YWCA's support for these issues 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 falls under these broader issues.

- Ending gender-based violence;
- Supporting access to justice;
- Promoting women's economic wellbeing;
- Supporting access to social and economic supports and opportunities for single mothers;
- Advocating for universal early learning and childcare;
- Advocating for safe, affordable housing for self-identified women and single mother-led families;
- Advocating for cities to commit to using an intersectional lens across planning, service, funding and policy decisions through YWCA City Shift; and
- Supporting sexual and reproductive rights as a pro-choice organization

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 organizational and program objectives.

The Opportunity

The YWCA Board is seeking applications from self-identified women living in Metro Vancouver to fill one board position. Board members are normally appointed for three-year terms and may serve two terms, or a maximum of six years.

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

- Finance, audit and/or investment management ¹

¹ an experienced financial professional (CPA designation an asset) or an individual with senior-level finance leadership experience and understanding of financial management principles, including accounting, audit, investment and/or risk management.

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)
- People who are racialized (includes people, other than Indigenous, who are non-white regardless of place of birth)
- People from the 2SLGBTQIA+ community

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 is a collaborative group of engaged, strategic thought leaders whose responsibilities include the governance, 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:

- 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 knowledgeable about gender equity
- Support the YWCA's advocacy positions
- Where possible, make a personal financial contribution that demonstrates 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, including approximately 8 board meetings per year (normally held in-person in Vancouver or may be held virtually) and additional committee responsibilities.
- 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 and Advocacy		Strategic Planning

These skills and experience should be reflected in an appropriate balance of diversity, including across ages, abilities, racial and cultural identities, Indigeneity and within in the 2SLGBTQIA+ community. Further, it is understood that emphasis should be on recruitment of directors who bring more than credentials or designations by bringing diverse lived experience in relation to our programs, or 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 understands 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 possesses lived experience related to our programs, special knowledge, or skills 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 demonstrates 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