

A N D U H Y A U N I N C .

*To support Aboriginal women and their children in their efforts
to maintain cultural identity, self-esteem, economic, physical and
spiritual well-being*

FROM VISION TO REALITY:

A look at Anduhyaun's Governance Capacity



Prepared by clearshift inc.

Executive Summary

Anduhyaun as a mature organization seeks to remain relevant, focused and impactful well into the future. Crucial to realizing this aim is the continuous revitalization of its governance. A step in that direction unfolds through this report. It devolves from the organization's Environmental Scan project. Summarized in its pages are:

- ▶ The definitions of key terms;
- ▶ The details of the Environmental Scan project;
- ▶ A description and measurement of Anduhyaun's current governance capacity;
- ▶ The Circle of Directors' assessment of that capacity;
- ▶ Options for strengthening Anduhyaun's governance in the three areas identified by the Circle, including Circle development, strategic planning and performance oversight, and
- ▶ A work plan to March 31, 2017 for implementing any Circle-approved options.

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Definitions

The Circle of Directors

In the process of being formalized is the new name for Anduhyaun's governing body. "Circle of Directors" is to be used in place of 'Board of Directors.' (See Recommendations 1 and 2)

Governance

"Who has power, who makes decisions, how other players make their voice heard, and how account is rendered."ⁱ

Governance Capacity

"...The process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. An essential ingredient is transformation...transformation that is generated and sustained over time from within.... This goes beyond performing tasks; instead, it is more a matter of changing mindsets and attitudes...If something does not lead to change that is generated, guided and sustained by those whom it is meant to benefit, then it cannot be said to have enhanced capacity, even if it has served a valid development purpose."ⁱⁱ

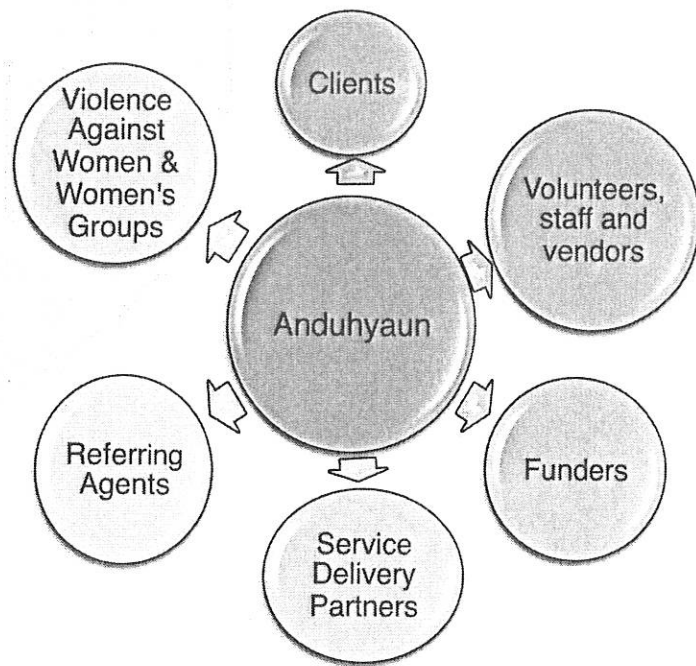
Anduhyaun's Community

The Circle views the organization's community as made up of persons and organizations who have been, are now, or could become Anduhyaun:

- ▶ Clients, at Anduhyaun Emergency Shelter or Nekenaan Second Stage Housing;
- ▶ Volunteers, including Circle Directors, or staff or vendors of record;
- ▶ Funders, whether a government entity, Foundation, individual or corporate donor;
- ▶ Service Delivery Partners, being those to whom Anduhyaun refers its clients for assistance in matters of health, the law, income support, housing, education, employment and the like;
- ▶ Referring Agents, meaning individuals or organizations that refer women to Anduhyaun, and

- ▶ Other organizations that are related to the Violence Against Women sector, or to women, and share similar philosophies yet different, even competing, mandates.

Chart 1: Anduhyaun's Community



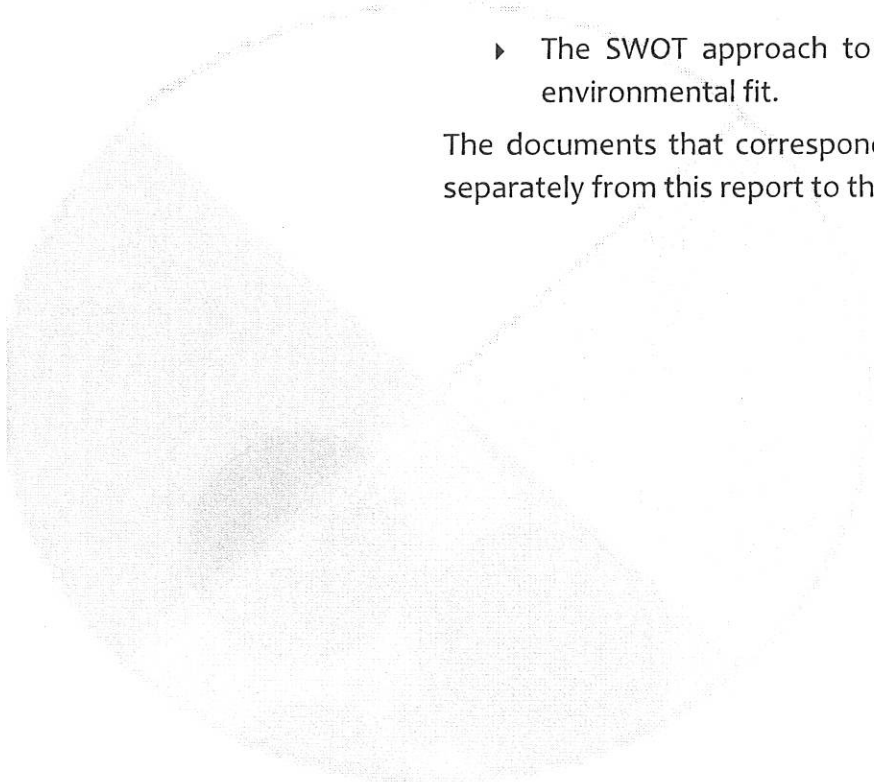
Finding vs. Observation

For this report, a *finding* is a project result supported by evidence, affirmed by the Circle of Directors or both. An *observation* is a project result informed by evidence and suggested by *clearshift* to the Circle of Directors for further consideration if and when appropriate.

Project Reporting Documents

The gathered project information is presented through one of Anduhyaun's five preferred lenses:

- ▶ The Theory of Change version of a logic model,
- ▶ The Balanced Scorecard approach to performance management,
- ▶ The Framework Analysis approach to program assessment,
- ▶ The STEEP approach to environmental scanning, or

- 
- ▶ The SWOT approach to the assessment of an organization's environmental fit.

The documents that correspond to these tools have been submitted separately from this report to the Executive Director.

Project Details

Anduhyaun Strategic Goals

The Environmental Scan project originated in Anduhyaun's 2010-15 Strategic Plan. Among the Plan's aims were the review and updating of Anduhyaun by-laws, the implementation of new governance policies, improvement to Circle/staff relations, and revenue stabilization.

Anduhyaun-MCSSS Funding Agreement

In July 2015, Anduhyaun obtained special funding from Ontario's Ministry of Community and Social Services for a governance capacity assessment. Specifically, a consultant was to be retained to "assess Anduhyaun's capacity for Board governance, policies and procedures, and financial oversight." The consultant was to deliver "recommendations on a strategic direction" as well as "short and long-term action items with a service delivery focus. A work plan will also be outlined to achieve these named goals." The Ministry's Risk Assessment Tool was to serve as a project tool.

Tendering

Anduhyaun issued its Request for Proposal (RFP) on September 16, 2015. This provided for an environmental scan to assist the organization in short- and long-term goal setting (to 2020). The identification of gaps in program/service delivery and solutions for narrowing those gaps were added as project aims on October 10. On November 9 *clearshift*, assisted by Moving Red Canoe, was chosen as project consultant.

Project Design

clearshift designed the project to elicit the Circle of Directors' views, assessments and priorities respecting Anduhyaun's governance and preferences for strengthening it. Early activity led to a narrowing of the project focus to the Circle's own development and its policy-making and performance oversight functions. Efforts were made to enhance the Circle's understanding of these concepts, their inter-connection and their effective operation. Outcomes on these fronts will set the stage for the recruitment and orientation of new Circle

Directors, the early stages of strategic planning and Director training in policy governance. (See Recommendation 5)

Project Activities

During the project, data and perspectives were gathered on Anduhyaun's internal and external environment, its fit to that environment, and the governance-related measures for improving that fit as the organization grows. The scope of the search was limited to transitional/supportive housing for Aboriginal women and their children in the Greater Toronto Area.

The gathered information has been presented through the 'lenses' identified in the Anduhyaun RFP, including:

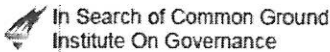
- ▶ The Balanced Scorecard approach to performance management,
- ▶ The Framework Analysis approach to program assessment,
- ▶ The STEEP approach to environmental scanning,
- ▶ The SWOT approach to the assessment of an organization's environmental fit, and
- ▶ The Theory of Change version of a logic model.

Over the course of the project, traditional Aboriginal principles were aligned with the above-noted reporting tools. Guidance for so doing was provided by J. Bruhn's paper for the Institute on Governance (IOG), "*In Search of Common Ground: Reconciling Western Based Governance Principles and First Nations Traditions.*"ⁱⁱⁱ On the next page, traditional Aboriginal principles and IOG governance principles are summarized on either side of the chart, with the middle column drawing the common ground between them.

Building on this experience, Anduhyaun's governing body directed that its name be changed to "Circle" not "Board" of Directors (see Recommendations 1 and 2.)

Chart II: Comparison of Traditional Aboriginal Principles and IOG Governance Principles

Proposed Traditional Aboriginal Principles	Shared Emphases	IOG Governance Principles	
<p>Attunement: Gaining and maintaining a clear sense of the community's place and orientation within the Whole—including spirits, land and animals.</p>	<ul style="list-style-type: none"> • Prudent, responsible leadership • Premium on service to community • Respectful, reciprocal relationships • Strategic thinking about place and role • Community involvement in decisions 	<p>Direction: Establishing a strategic perspective for collective action; knowing where the community has been, where it is now, and where it wants to go.</p>	
<p>Responsive, Responsible Leadership: Acting on the needs of the community; foreseeing both threats and opportunities outside it. Crucial to the survival of the group.</p>		<p>Performance: Effectively and efficiently serving the needs of stakeholders. Quality of service and responsiveness to needs also a factor.</p>	
<p>Harmony: Maintaining balanced relations within and among kinship groups. Emphasizes consensus building and reciprocal obligations, including to the Creator and to earth, plants and animals.</p>		<p>Distinctions</p>	<p>Fairness: Upholding equal opportunity, rule of law, sound legal and regulatory frameworks. Requires an independent judiciary and adequate dispute resolution mechanisms.</p>
<p>Respect: Treat others, including natural objects and animals, with care, respect and attention. Sanctions follow for those who fail to respect the land and its resources. Critical to survival of the tribe.</p>		<ul style="list-style-type: none"> • Context: oral, usually very small societies vs. large, formalized • Sphere: involves humans, land, animals, Creator vs. human only • Scope: "our life" vs. government limited to socio-political sphere • Direction: attunement vs. progress • Unit: clan, kin, group vs. individual locus of rights 	<p>Accountability: Ensure that officials answer to citizens on how they discharge duties; requires transparency, proper documentation, regular review of leadership, other checks and balances.</p>
<p>We Help Ourselves: Maintaining self-reliance of the community based on group cohesion and individual performance of roles. Care for one's own and the land one lives on.</p>	<p>Legitimacy and Voice: Both internal and external actors acknowledge the authority of the government when it acts. Emphasizes popular support of the government. Cultural fit is a key factor here.</p>		



Also during the project, It was determined that results would be delivered via three documents not one. Complementing this report are a draft orientation guide for prospective new Directors and the reporting documents, all of which are now with the Executive Director.

Further project activities included the presentation of project results to Anduhyaun's senior leaders, facilitation of their discussions, and response to their input as resources allowed.

The Chart below lists the project activities required by Anduhyaun under its Request for Proposal, followed by those that were completed by clearshift.

Chart III: Project Activities as Required and as Completed

Activities from the RFP	Activities completed by clearshift
A delineation of a project analysis framework and work plan	<ul style="list-style-type: none"> • Completion of these two steps at contracting • Weekly update meetings with the Executive Director • Creation of the project reporting documents (these are indicated by “*” below)
A review of documents	<ul style="list-style-type: none"> • Review of internal documents (See ‘Consulted Sources’) • Completion of the operational footprint document* • Conversion of Anduhyaun’s 2010-15 Strategic Plan to the <i>Balanced Scorecard</i> format* • Determination with the Executive Director of results under the Strategic Plan <hr/> <ul style="list-style-type: none"> • Review of web-based sources for data and perspectives • Updating of the environmental scan (<i>STEEP*</i>)
Individual interviews with key informants and facilitated dialogue among stakeholders	<ul style="list-style-type: none"> • Consultation with staff volunteers on the Anduhyaun environment • Interviews with three program leaders, two Counselors and the Program Assistant, on the Anduhyaun and Nekanaan programs • First complete draft of the Framework Analysis document for each of these two programs *
SWOT analysis of the internal and external environments ...	First draft of the <i>SWOT*</i> using information from all sources

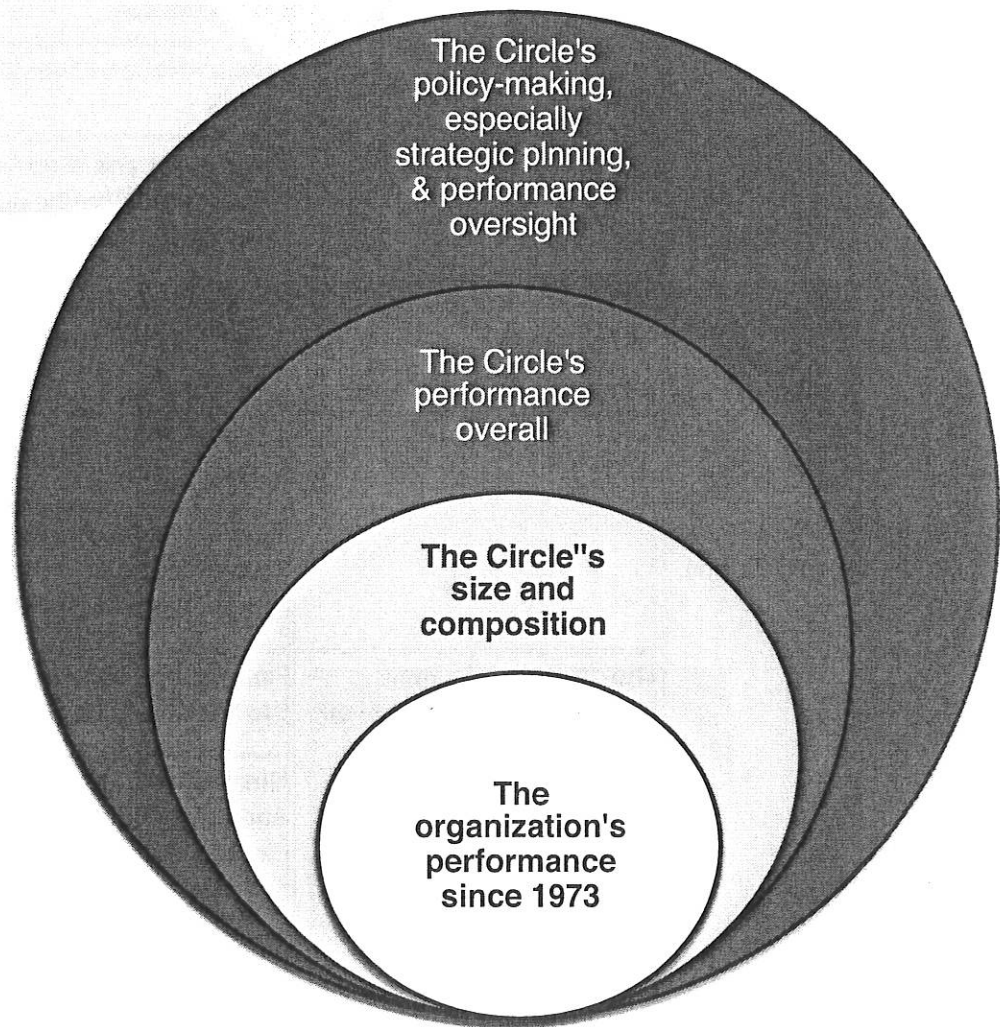
Activities from the RFP	Activities completed by clearshift
... And the presentation of metrics using a Theory of Change Model and/or a balanced scorecard approach	First draft of the <i>Theory of Change</i> document*
A 2-day strategic planning with the Board and senior staff	Design and facilitation of the 3-day retreat, for Circle of Directors and 3 senior staff, to receive and assess project results to this point (December 11 to 13, 2015)
	Updating of the framework Analysis charts and work plan in view of evolving project circumstances
	Administration of the Circle of Directors Board Matrix
	Submission and presentation of a project status update to the Circle of Directors meeting (January 21, 2016)
An electronic survey of stakeholders	Administration then tabulation of the Circle of Directors Self-Assessment Performance Survey
	Creation of the Wheel on Cultural Change Levers
	Facilitation of a workshop for the Circle and Executive Director on the project results to this point (February 20, 2016)
The drafting of a final ... report and presentation of metrics	Final draft of this Report to Anduhyaun and the Ministry of Community and Social Services
	Final draft of the orientation guide to Anduhyaun for use in recruiting and orienting Circle Directors in the near term
	Final draft of the individual reporting documents
	Final presentation of project results to the Circle of Directors (April 21, 2016)
	Project close (April 30, 2016)

Results

The assessment of Anduhyaun's governance capacity was based on:

- 1) The organization's performance over time;
- 2) The Circle's performance as its governing body;
- 3) The Circle's current size and composition; and
- 4) The Circle's policy-making and performance oversight.

Chart IV: Basis for Assessing Anduhyaun's Governance Capacity



Findings

1) The Organization's Performance Over Time

Anduhyaun's governance was initially assessed against its performance over time. Consistent with the Balanced Scorecard format, its financial, client service, internal operations and organizational development dimensions were considered, with greater emphasis placed on indicators referenced in the 2010-15 Strategic Plan.

The Circle generally perceived Anduhyaun's performance over time as positive, driven principally by the organization's continuous service to thousands of Aboriginal and non-Aboriginal women and children since its establishment as an independent organization in 1973^{iv}. Other contributing factors to this conclusion included:

- ▶ The original mission still being intact,
- ▶ The successful recruitment and retention of up to 10 Directors at a time,
- ▶ The retention of the current Executive Director since 2003,
- ▶ The low employee turnover,
- ▶ The organization's productive relationships with peer agencies in the Violence Against Women sector, the Aboriginal Women's housing sector and among First Nations,
- ▶ The reliable operational footprint,
- ▶ The existence of a Circle-approved business plan for replacing the Anduhyaun Emergency Shelter facility,
- ▶ The established program portfolio,
- ▶ The strong relationships with current funders, and
- ▶ The positive Funds Balance and diversified funding base.

The Circle also recognized Anduhyaun's ongoing challenges in:

- ▶ Fund development, including the need for additional revenues, greater diversification in the funding base, and a higher organizational profile in the donor community, principally among businesses,
- ▶ Internal culture, specifically the low staff morale at the Emergency Shelter, and the smaller number of Aboriginal staff within the total complement than the Circle itself desires, and

- ▶ Long-term goal-setting and performance oversight, principally because of the many demands on the Circle at its meetings, and its limited experience in these areas.

2) *The Circle's Size and Composition ("Board Matrix")*

Following this initial assessment, with the Circle's agreement, clearshift introduced a means used by other indigenous organizations to catalogue the qualities deemed necessary for a Board's optimum performance. Known as a "Board Matrix" this tool lists generic attributes relating to: the length of current Board service; "diversity"; "aboriginal community outreach"; "areas of expertise"; and "Board experience." A user group may add other attributes to customize the tool to its organization's unique aims and circumstances. All Directors fill out the Matrix for themselves. The results are combined to form a view of the total Board. A completed Matrix may be then used by a Board to plan for the succession of retiring Directors, to determine the need for additional new Directors, and/or to assess its ongoing effectiveness in attracting and retaining the necessary Board talent.

Four Anduhyaun Directors completed the Matrix's generic version.

Its results, combined with a Director's departure^v at the time, prompted a discussion on the Circle's optimum size. A smaller Circle was seen as more achievable, sustainable as well as easier for scheduling meetings, achieving quorum and consensus. On the other hand, a smaller Circle was also seen as narrowing the expertise, skills and access to networks for governing the organization well over time.

Directors also talked about the need to assess future Circle nominees for their "fit" with the existing culture. Ideal candidates will be ones who:

- ▶ Perceive "leadership" as a resource to the clan or community;
- ▶ Promote harmony;
- ▶ Link the present to both the past and the future;
- ▶ Embody the sacred teachings and model them day-to-day; and
- ▶ Take appropriate risks.

Directors also cautioned that care be taken with any recruitment and election of new Directors to safeguard the organization's Aboriginal roots and culture, as well as the privacy and safety of clients and staff.

This discussion ended with some Directors wanting:

- ▶ A clarification of the difference in roles and responsibilities between Executive Committee and non-Executive Committee Directors, and
- ▶ Increased time allocation for Circle meetings, possibly even bi-monthly meetings, to better address the volume of matters coming before it.

3. The Circle's Performance Overall ("Self-Assessment Survey")

At the project's mid-point, again with their agreement, *clearshift* surveyed Directors on the Circle's responsibility and effectiveness, operations, and culture.

Four Directors completed the questionnaire.

The results show that Directors generally understand the Circle's mandate, strategic priorities, and its responsibilities relative to those of the Executive Director. They also appear to generally agree with the manner in which the Circle operates. They are generally neutral however when it comes to the Circle's:

- ▶ Awareness of the nature and extent of Anduhyaun's risks,
- ▶ Confidence that each Circle member fully understands her responsibilities and accountabilities as a Director,
- ▶ Whether the Circle has the necessary range of skills and experience among current Directors,
- ▶ Whether the Circle receives relevant information to ensure strategic discussion and decision-making, and
- ▶ Whether the Circle's discussions achieve the right balance between strategic and operational matters.

4. The Circle's Performance in Policy-Making, especially Strategic Planning, and Performance Oversight

Anduhyaun has been operating under the Policy Governance model for more than 13 years. A Circle-approved *Policies and Procedures Manual* is

in place. The Circle and Executive Director claimed to generally understand and observe the organization's by-laws and policies. However, they did report challenges in policy-making related to strategic planning and in adhering to the policy review schedule.

To further assist the Circle in assessing its performance in these two areas, *clearshift* converted the 2010-15 Strategic Plan into the Balanced Scorecard format (see Chart V, next page.) All goals can now be seen at once, and can be examined by their perspective (e.g.: financial), strategic aim (e.g.: 'stability and security') and performance measure (e.g.: 'streamlining of services').

Applying this model after the fact highlighted the Plan's strengths and weaknesses as the Circle's guide to annual planning and as its basis for performance oversight. For example, many of the model's requirements for completeness were addressed, although some were not. The strategic nature of some goals is suggested (e.g. "Streamlining of services") while that of others, although still important, is not (e.g. "Identified contact with CUPE National"). The inter-connection of goals or, in some cases, lack therein is also apparent.

These advantages of the Balanced Scorecard format, and the Executive Director's enthusiasm for it were recognized. However, they were not enough to satisfy the Circle's desire for a more culturally appropriate approach.

With the Executive Director's approval, *clearshift* researched such an approach. Moving Red Canoe expressed the results via the Medicine Wheel with the assistance of an elder (see Chart VI, two pages on.) All concerned immediately understood the tool, and endorsed it as worthy of continued development. Directors asked that it be available for reference at all Circle meetings (see Recommendation 3c.) The Executive Director also saw its potential use in the development of all staff and the Circle (see Recommendation 6a.)

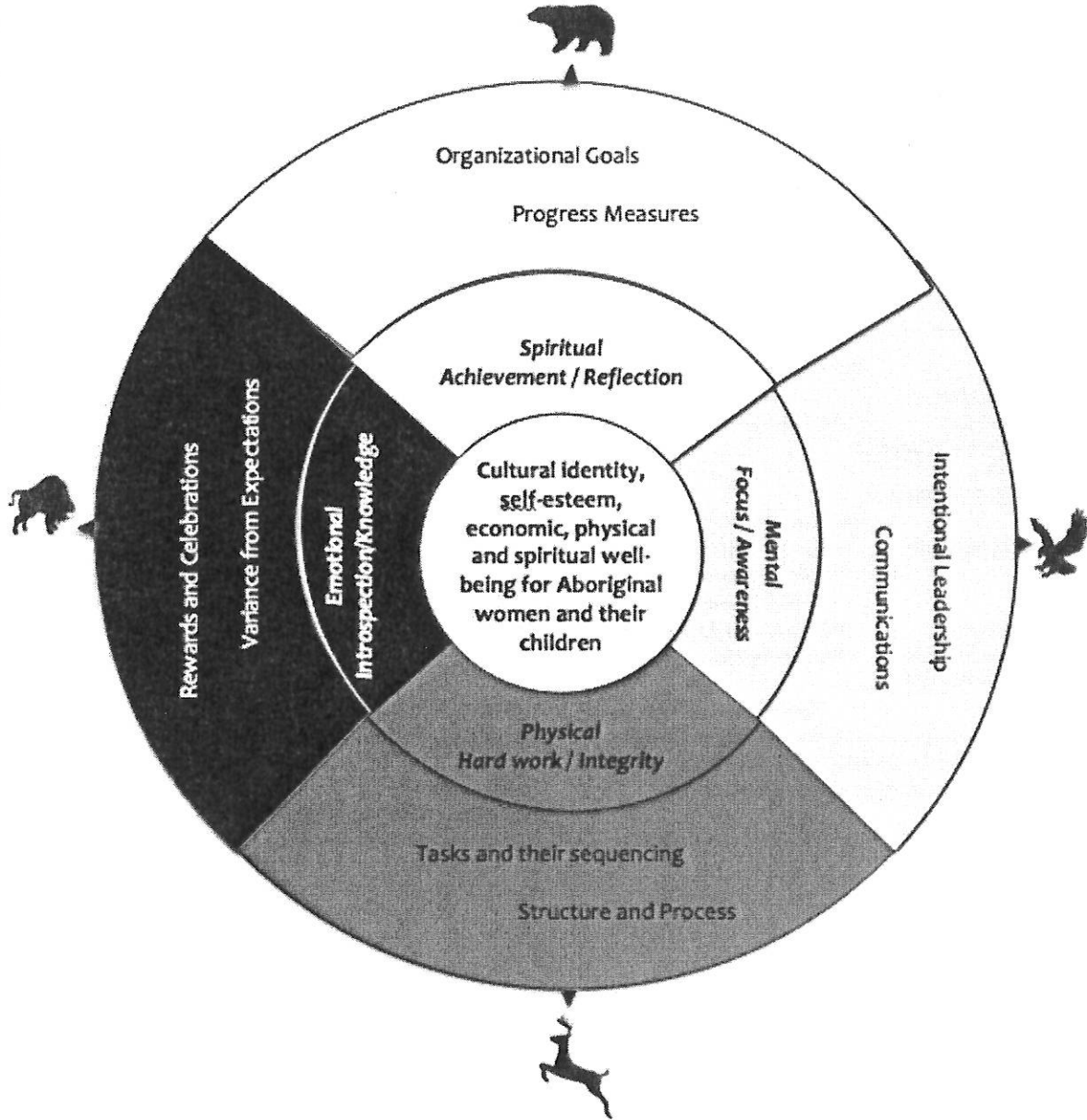
With traditional Aboriginal teachings as the way into strategic planning, the next step is for this Medicine Wheel to be incorporated into the organization's practices. (See Recommendation 3c, 6a and 6b)

Chart V: Anduhyauun 2010-15 Strategic Plan In Balanced Scorecard Format

(Italicized portions of headings and sub-headings derive from the Balanced Scorecard model. The remaining content derives from the Strategic Plan)

<i>financial perspective: stability and security</i>			
<i>productivity</i>	<i>improved utilization</i>	<i>new funding opportunities</i>	<i>added economic value</i>
<i>Improved cost structure</i>			<i>more funding from existing sources</i>
^ Streamlining of services		^ X Patron(s) for \$Y in total ^ United Way funding ^ Donner Foundation Award	^ City of Toronto Day Care Cmte
<i>client perspective: cultural identity, self-esteem and well-being</i>			
<i>product/service attributes</i>		<i>partnerships</i>	<i>image</i>
^ Emphasis on Cultural safety & traditional methods ^ Former clients cum role models ^ Biographies & stories of successful clients ^ Integrated case management		^ United Way membership ^ 6 new agency partners ^ Influence on the agendas of others	^ Raised profile in the community, the private sector & among other agencies (public speaking, community event attendance)
<i>internal/operations perspective: impactful and sustainable client services</i>			
<i>operations management</i>	<i>client management</i>	<i>innovation</i>	<i>responsible citizen</i>
^ ISO 900 membership: prerequisites, workplan, budget, funding & consultant ^ Partnership MOUs & protocols	^ Services review and evaluation	^ Fundraising staff person w/ peer support, mentor, consultant, elders advice & major advocate	^ Strategic Plan on website
<i>internal/operations perspective: understood roles and improved relations</i>			
^ Workshops to develop staff procedures	^ Establishment of role models ^ Creation of an Alumni group		^ Identified contact with CUPE Aboriginal Committee
<i>learning and growth perspective (information capital): research</i>			
^ "Financial deficit report" ^ Conceptualization of AI as a Centre of Excellence (consultant)	^ MOUs and staff protocols on resource sharing	^ More identified sources for funding	^ Labour-Management training (including funding)
<i>learning and growth perspective: strengthened internal culture</i>			
^ Traditional teachings and practices for the everyday environment including but not limited to labour contracts, public appearances, staff protocols and procedures, partnerships and service delivery		^ Board By-Law Review Committee ^ By-laws update ^ Staff liaison (revolving) to Board	^ Staff workshops (e.g. on vision statement) ^ Family & recreation events for staff

Chart VI: Anduhyau'n's Medicine Wheel



The Circle's Performance Oversight

Anduhyaun's policy-based governance requires diligence in the regular review of the policies in order to protect them from erosion. The Circle expressed difficulty in adhering to the review schedule given the many demands on its meetings.

clearshift traced this latter challenge to the following factors:

- ▶ The inclusion of governance and operations policies in the same manual,
- ▶ The absence in the governance-related policies of the choice of data for monitoring the Executive Director's compliance with the policy as well as an identified timeframe for her to report on such compliance, and
- ▶ The organization of the Circle's meeting agenda without reference to the monitoring data and reporting timeframe.

Correcting these three features will ease the review of policies as well as performance oversight since both will occur through the addition and discussion of agenda items for each Circle meeting and not through a separate exercise.

Observations

Succession Planning at the Circle Level

Succession planning in this instance refers to a governing body's means for optimizing its performance through the Directors, including their number, attributes and means of recruitment. It is an ongoing concern to all governing bodies and deserving of a focused discussion at regular intervals.

For a more focused approach at Anduhyaun, the Circle may wish to add its own requirements to the now completed Matrix. Further, I may wish to see that the Executive Director maintains this document as current. It may wish to revisit the list of desired Director attributes:

- ▶ At the time of a Strategic Plan's adoption,
- ▶ On the vacancy of a Director position, and
- ▶ As part of the organization's annual business planning cycle

(See Recommendation 3a.)

Furthermore, whenever the Circle discusses succession planning, it may wish to frame its dialogue in line with the Circle's full set of roles and responsibilities. The key question to ask is what expertise, skills and access to networks are necessary for proper and effective governance in view of:

- ▶ The standards and expectations of Anduhyaun's community
- ▶ The Strategic Plan
- ▶ The agreements respecting staff, clients, funders, vendors and peer organizations
- ▶ The by-laws and Circle's approved policies, and
- ▶ The prevailing legislation under which Anduhyaun exists and operates, including the Ontario Corporations Act (to be followed by now pending Ontario Not-For-Profits Act) and the federal Charities Act.

Finally, when it comes to acquiring needed expertise, skills, or network access, the Circle may wish to consider all of the following options:

- ▶ The additional education, training, or both of existing Directors^{vi}
- ▶ The recruitment of new Directors, either to succeed existing ones or to expand their number
- ▶ The contracting of professional advisors
- ▶ The narrowing or expansion of the organization's goals, plans and/or operations, and
- ▶ The integration of Anduhyaun, whether at the governance, program or operational levels, with one or more other suitable organizations. Appropriate candidates for this may include organizations serving Aboriginal exclusively or all women, in regards to their Interests and needs generally, or in relation to their transitional/supportive housing needs specifically.

The Nominations Process and Committee

The unusual number of currently vacant Circle positions and the requirement of a new Strategic Plan afford the Circle with an exceptional opportunity to strengthen its future performance through the recruitment of additional new Directors. The current practice is for Anduhyaun to promote such a need to and through Aboriginal

organizations within the GTA. Interested persons must submit letters of interest along with their résumés to the Circle for assessment. Candidates preferred by the Circle are invited to attend one of its meetings. If both parties agree to proceed, a motion naming the candidate to the Circle is approved.

In line with that broad-based effort, the organization may wish to appoint a Nominating Committee, one that includes representation from the Circle as well as from organizations within the Anduhyaun community. This Committee would oversee the process for identifying and pre-qualifying nominees for the Circle's consideration. This practice will lighten the Circle's load at the front end of the selection process. It will also help raise Anduhyaun's community profile and ties. (See Recommendation 3) To aid in the efficient assessment of candidates, the organization may wish to design a standard application form for Circle directorships.

The Circle's Self-Assessment Survey

As a first order of business, the Circle is invited to consider its regular governance practices in light of the survey results. It may also wish to re-administer the survey each year during the organization's annual planning process. The results may be used in setting goals for the Circle itself, including how it will operate, what contribution it will make to Anduhyaun's advancement, and how it will measure its progress on both counts. (See Recommendation 2b)

Additional Training in the Policy Governance Model

Anduhyaun's general practice of policy governance requires additional attention for it to unfold as intended. One, several or all of the following options are recommended

- ▶ Training in the Carver model's technical aspects,
- ▶ The recruitment of at least one new Circle Director with experience in the model, and/or
- ▶ The retention of a qualified professional advisor.

Organizational Vision, Mission and Values

All models of governance provide for the establishment of broad principles for an organization's culture and conduct. It is from this

“generative” side of governance that an organization’s vision, mission, and values statements are produced. Anduhyaun has a mission statement but not a vision statement. The staff subscribes to professional values but there are none for the organization. Given the Circle’s wish to strengthen the internal culture, it is encouraged to consider a process for determining these principles at the front end of its next Strategic Planning process. (See Recommendation 5c)

Strategic Planning

For a Strategic Plan to be realized its goals and objectives must be clear, strategic and interconnected. Applying the Medicine Wheel to the planning process will enhance the prospects for such success. It will also ease future dialogue with others outside the agency. (See Recommendation 6b)

The Ministry of Community and Social Services

The Ministry of Community and Social Services requires that the Boards of its funded organizations complete its Risk Assessment Tool. At Anduhyaun, the practice is for this to be done by the Executive Director, which the Circle of Directors then vets and approves. Should the Ministry wish for the Circle to complete the form independent of the Executive Director, then it would be well-advised to translate this tool into a format more compatible with the Aboriginal worldview. *clearshift* directly witnessed the dramatic, meaningful, and productive effect so doing had on the degree and quality of Director engagement in project dialogue. (See Recommendation 7) *clearshift* offers this recommendation in good faith, consistent with the Ontario government’s response to the Truth and Reconciliation Commission of Canada’s Final Report on the History and Legacy of Canada’s Residential School System.

“Our Government has made it a priority to act on the Commission’s Calls to Action, by working in partnership with First Nation, Inuit and Metis peoples to...take action to close gaps in outcomes, and build culturally sensitive and community-based services.... We are taking steps to ensure indigenous voices are heard within government....”

Recommendations

For the
Anduhyaun
AGM

1. *By-Law Amendments/ Circle Elections*

The By-laws be amended to replace “Board of Directors” with “Circle of Directors,” and the desired number of suitable new Directors be elected.

2. *“Circle of Directors”*

The Executive Director be directed to insert “Circle of Directors” in place of “Board of Directors” wherever the latter appears, such as in the Policies and Procedures manual, all relevant document templates and the website. Further that she completes this task by a specified date and report this at the next Circle meeting thereafter.

For the Circle
of Directors

3. *Regular Governance Practice*

The Chair and the Executive Director be directed to incorporate the following tools into regular governance practice:

a. The Circle Matrix

Information on Circle Directors be maintained as current in the Matrix. Further, the list of skills, experience and access to networks desired by the Circle be reviewed and updated on the adoption of a Strategic Plan, the vacancy of a Director position, and as part of the annual business planning cycle. (Note: on the adoption of such a motion, the Circle Matrix would immediately become a matter for the Circle’s consideration given its current vacancies.)

b. The Circle Self-Assessment Survey

This Survey be conducted at least once a year as part of the annual business planning cycle.

c. The Medicine Wheel

The Medicine Wheel to be available for reference at all Circle meetings.

**For the
Circle of
Directors**

4. *A Nominating Committee*

Such a Committee be established to assist the Circle in the recruitment of new Directors. Further, that the Committee's membership be drawn from Anduhyaun and other organizations involved in the delivery of service to Aboriginal women and their children.

5. *The Strategic Plan*

- a. The period for the implementation of the 2010-2015 Strategic Plan be extended to March 31, 2017, making it the "2010-17 Strategic Plan."
- b. This Plan be further amended to include a major Circle focus on Circle development including recruitment, nomination, orientation and training.
- c. The Plan be further amended to encompass a full process for determining Anduhyaun's strategic aims beyond March 31, 2017.

6. *Follow-on Projects*

The Executive Director be directed to seek and organize the resources for:

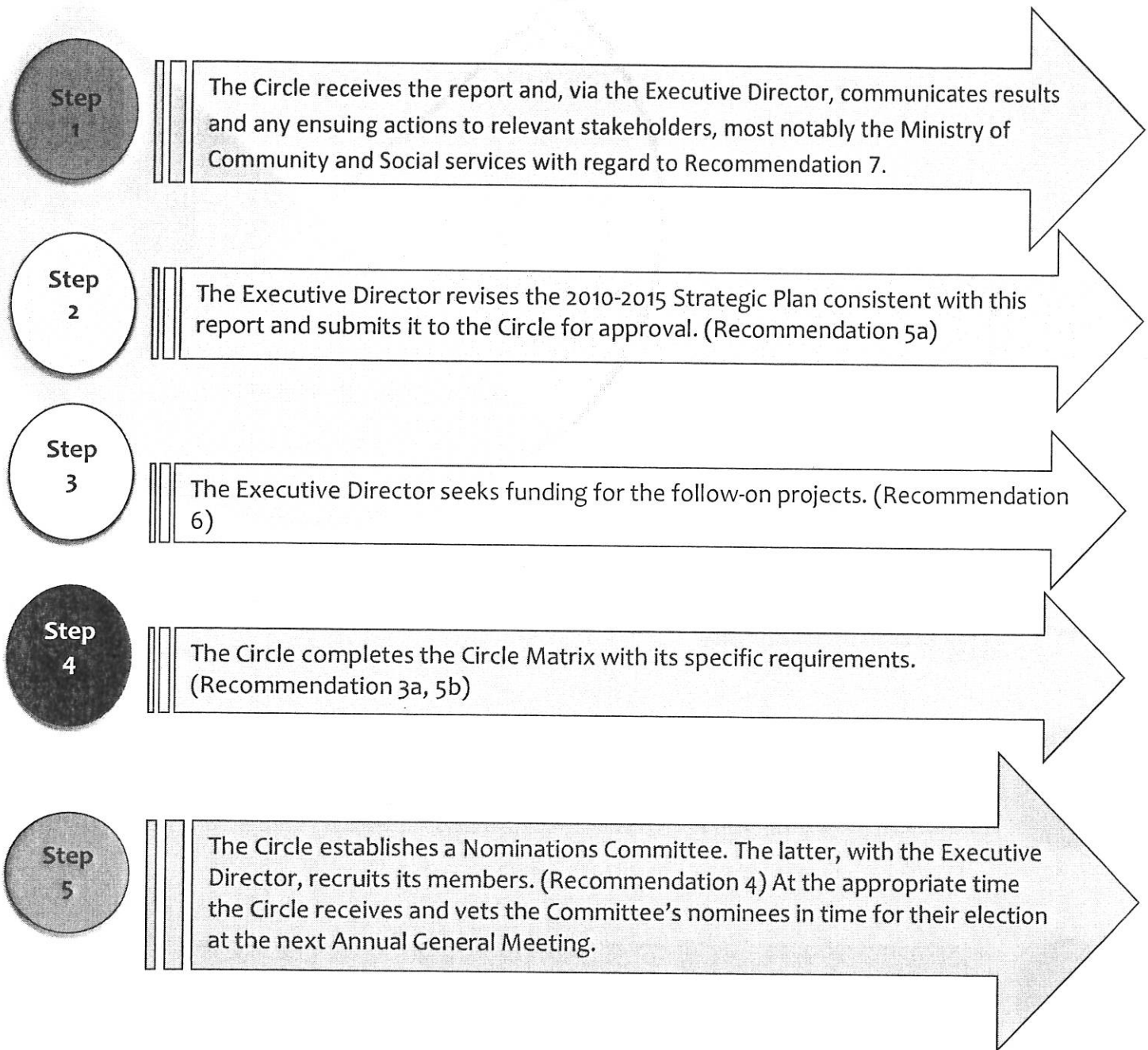
- a. Applying Anduhyaun's Medicine Wheel on Cultural Change Levers to the development of its human resources, including Directors, management and staff.
- b. Applying the Wheel to planning Anduhyaun's strategic aims beyond March 31, 2017. This process to be informed by the results of the Environmental Scan project, and begin with an exercise in the generative dimension of governance (i.e.: organizational mission, vision and values.)
- c. Director training in policy governance and
- d. Updating of the Circle's governance practices and policies in line with that training.

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7. *Culturally Relevant Program Tools*

The Risk Assessment and other tools for fundees be adapted for cultural appropriateness to Aboriginal peoples.

The Way Forward to March 2017



Step
6

At the next Annual General Meeting, the Circle sees to the updating of the by-laws (Recommendation 1) and the election of new Circle Directors. (Recommendation 1)

Step
7

Following the AGM, the Circle sees to the orientation of all Directors on Anduhyaun's history, environment and operations and their training in Anduhyaun's governance model and practices (Recommendation 6c). It also sees to the updating of its Policies and Procedures manual. (Recommendation 2, 3b, 3c, 6d)

Step
8

The Circle kicks off the Strategic Planning process with an exercise to apply the Medicine Wheel to the clarification of Anduhyaun's Vision, Mission and Values. (Recommendation 6b)

Step
9

Anduhyaun completes the planning process for its next Strategic Pln. (Recommendation 5c)

Step
10

Anduhyaun continues over time to develop its human resources, including Directors, management and staff, guided by the Medicine Wheel. It also monitors for the proclamation of the Ontario Not-For-Profit Corporations Act.

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Endnotes

ⁱ Institute on Governance, What is governance? At <http://iog.ca/defining-governance/>

ⁱⁱ *Capacity Development: A UNDP Primer*, (New York City, United Nations Development Programme, 2009) Pg. 5-6

ⁱⁱⁱ The Institute on Governance (IOG) is recognized in Canada as a leading source of expert knowledge on governance. In 2009, as a step toward reconciliation, it compared some possible First Nations governance concepts with its own. The First Nations governance concepts were derived from Thomas Tso “interpretations of First Nations myths and epic stories by such authors as John Burrows, James Youngblood Henderson, Thomas King, Olive Dickson and Alfred.” Its own governance principles were traced back through international human rights law, Western political theory and Western historical experience. See BRUHN, pg. 25

^{iv} Prior to 1973, Anduhyaun was hosted as a program of the YWCA of Greater Toronto.

^v Over the course of the project, 3 of the 6 Directors resigned from the Circle.

^{vi} To further inform Circle decision-making in governance, *clearshift* has made known the availability of Director training at a 5-day “Good Governance for Indigenous Councils and Boards” at the Lougheed Leadership Banff Centre. This service is typically offered in the late Fall (November) and late winter (March) each year. To ensure accessibility, the Centre also offers details on financial assistance for travel, accommodation and registration to interested parties. Ideally, all Directors on a Board participate in the training together. At least one Anduhyaun Director wishes to complete the course. Consequently the Circle has directed the Executive Director to make further inquiries and return with a recommendation on how to proceed.