

ANDUHYAUN'S STORY

STRATEGIC PLAN
2022-2026



Prepared by:
Qwuy'um'aat (Eyvette) Elliott
Ever Plan Consulting

OUR STORY

OUR MANDATE

Anduhyaun strives to support Indigenous women and children in their efforts to maintain their cultural identity, self-esteem, economic, physical and spiritual well-being.

OUR HISTORY

Anduhyaun means “Our Home” in the Ojibwa language. Since 1973 Anduhyaun has become home to thousands of women and children recovering from the traumas of violence and homelessness.

Anduhyaun is a non-profit registered charity founded by five grandmothers in 1973 to respond to the needs of Toronto's Indigenous women. It first opened as a hostel, and now provides emergency shelter and second stage transitional housing to women and their children fleeing violence. We make culturally inclusive, safe spaces available for those who come through our doors to focus on their healing and wellness journey.



OVERVIEW

Ever Plan proposes shifting the framework in which Anduhyaun has approached strategic planning and reframes the work to be “Telling the Story of Anduhyaun”. The intent and purpose of the reframing to “storying” is to create a sense of unity and collective responsibility within the “Strategic Plan”. The concept of story is rooted within the Indigenous worldview that invites various participants and audiences to be a part of the story, and fully acknowledges that they are still very much a part Anduhyaun’s mandate or “North Star” (mandate).

The Storying framework acknowledges that everyone has a role within the agency and has a collective interest in fulfilling Anduhyaun’s mandate. Shifting away from the framework of “Strategic Planning” does not lessen the responsibility of staff, management, or the Circle of Directors, it rather enhances their role within the process.

Anduhyaun’s Story will be structured as a pathway that connects “All Our Relations”, that is clients, tenants, staff, management, volunteers, donors, the Circle of Directors, and other relations (community partners). The story is intended to acknowledge our past, present and our future as a collective for the betterment of Indigenous women and children.

Anduhyaun's Story weaves together, the mandate, history and Core Directions, in order to continue to support the well-being of our clients – Indigenous women and children.



“Serving Indigenous women and connecting with services and community”

APPROACHING THE WORK

The work began by consulting with the Strategic Planning Circle which included a representative from the Circle of Director and two (2) representatives from the Management Circle. The following work plan was determined and followed through:



STRATEGIC AUDIT

outlining the current internal and external environment through a document and research analysis.



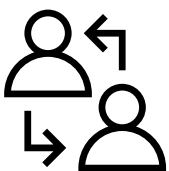
TIMELINES

meeting with the Circle of Directors to determine a proposed workplan and timelines (Feb – July 2022).



SURVEY

creating two (2) surveys, one for clients/tenants and another for employees and community partners



ENGAGEMENT SESSIONS

conducting three (3) engagement sessions to contextualize the survey and gain greater insight to the data, follow principles in OCAP (ownership, control, access, and possession)



DATA REVIEW

completing extensive analysis with qualitative methods that preserve the richness in the stories, insight and perspectives shared Preserving information/data in the rawest form, by providing summary documents at each stage and phase while also giving the raw data within a PDF format to Anduhyaun.

“ *Listening to one another and engaging in continuous process improvement by building relations* ”



APPROACHING THE WORK... CONT'D

The engagement and facilitation methods applied, operated within a strengths-based, user-centered, and holistic format that allowed employees to share insight, stories, and perspectives. The core questions and prompts acknowledged the “past, present and future” and “start with our truth” (SWOT) framework to acknowledge the interconnections of perspectives while also grounding those perspectives with adequate capacity and resources.

The main components of the work completed, was achieved through dialogue and conversation, in safe and open virtual spaces that allowed for respectful, reciprocal, and relational conversation sharing. Many of these dialogue and conversation sessions allowed for a profound shifting and learning of the differing views and perspectives of All Our Relations. The report cannot fully capture all the sessions completed however, we call on All Our Relations to remember, reflect and continue the important work of Anduhyaun’s Story, by bearing witness to the important work being done.



IDENTIFYING CORE DIRECTIONS

The Core Directions are the directives of “our home” that will continue to guide the work that we do throughout the next four (4) years until 2026. As we have witnessed through the pandemic, there may be many shifts and changes on the horizon however, if we ground our decisions within the four (4) directions, we are confident we will be able to make the necessary decisions.

The Core Directions have been compiled through the work of document analysis, reviewing survey feedback, and finding commonalities within the engagement sessions.

The Core Directions include Collaboration, Community, Culture and Connection:

COLLABORATION

Recognizing and honour the importance of working together with one mind, one heart and one spirit to help fulfill our mandate.

CULTURE

Honouring and upholding traditions, teachings, and Indigenous protocol in all that we do while carrying out our mandate.

COMMUNITY

Fostering belonging and understanding with all our relations to create an environment internally and externally that honour the importance of our Indigenous women and children.

CONNECTION

Creating environments of inclusivity, acceptance, belonging and well-being through partnerships, relationships, and enhanced communications with all my relations for the betterment of Indigenous women and children.

Anduhyaun recognizes that the successful implementation of the Core Directions will require the creation of spaces built on collaboration, honesty, and trust. In partnership, Anduhyaun will work together to strengthen communication channels, ownership, and participation of shared goals and objectives. Together, we will strive towards honouring and upholding traditions, teachings, and Indigenous protocol. Within the process of remembering, understanding, and creating Our Story, we will embrace change management and work towards “Changing with the Seasons”.



CHANGING WITH THE SEASONS

The Changing with the Seasons philosophy will merge new and old constructs of change management that bridge together two worlds that are rooted in “all my relations” and “everything is connected”. Through the process of change management, together we will:

- Establish defined and clear problems to address pro-actively and collaboratively
- Honour and uphold traditions, teachings, and Indigenous protocol
- Create and shift environments to be based on inclusivity, acceptance, culture, and well-being
- Build and define change management as a process of walking together and engaging in continuous process improvement

Taking the lessons, we have learned from the COVID-19 pandemic, we understand it will be necessary to create a clear path forward while also being mindful of any shifts, changes, or new challenges. We are committed to working together embracing a holistic, Indigenous, and team-oriented process to build a concrete plan that all are a part of.

In the spirit of reconciliation, decolonization, Indigenization and/or healing together, we will first start with truth, by honouring the histories, experiences, and stories of Indigenous peoples impacted by colonization. The work of reconciliation also requires the work and contributions of allies, as decolonization requires contributions from All Our Relations. Again, we reiterate the importance of working together and collaboratively for the betterment of Indigenous women and children, in working towards fulfilling our mandate.

ESTABLISHING ACCOUNTABILITIES

The development, maintenance, and implementation of Anduhyaun's story requires the on-going support and commitment from the Circle of Directors, Management and Staff and other volunteers as we work together to fulfill the mandate. The Core Directions establishes a foundation for the future of the agency while also impacting the lives and experiences of Indigenous women and children. Along with the Core Directions, the Circle of Directors, Management and Staff will need to work collaboratively on defining specific tasks, timelines, and outcomes to fulfill the plan and further the story and work of Anduhyaun.

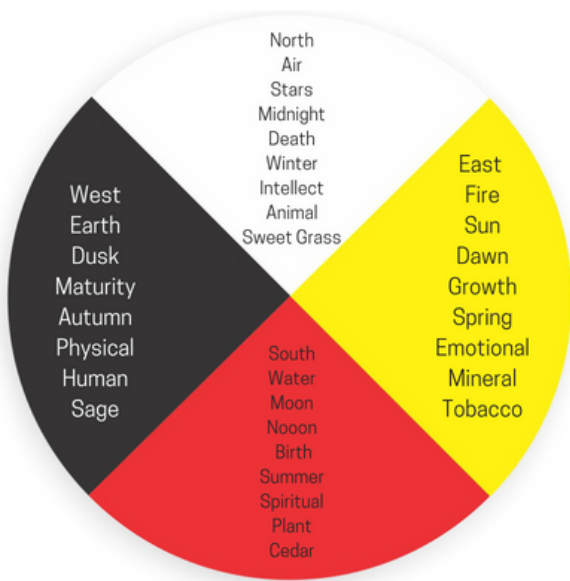
BRINGING IN THE MEDICINE WHEEL

The medicine wheel carries many teachings, stories, lessons, and tools that is shared among many different Indigenous peoples. The interpretations may differ amongst Indigenous peoples however, fundamental themes and similarities include:

- All things are connected
- Everything is balanced
- Four holds sacredness
- Never ending but also within cycles
- Many parts make a whole

The medicine wheel has been brought forward as a tool and protocol to help tell the Story and to help unravel the traditions, protocol, and shared knowledge of Anduhyaun. The medicine wheel can serve as an organizational and community tool to seek and restore balance amongst all things.

BRINGING IN THE MEDICINE WHEEL...CONT'D



By using the medicine wheel as a framework and tool, we can engage in a continuous process of:

- **Observing** – East, Emotional, Heart, Spring
- **Reflecting** – South Spiritual, Soul, Summer
- **Acting** – West, Physical, body, Autumn
- **Planning** – North, Intellect, Mind, Winter

The medicine wheel is a more holistic tool of evaluation that not only promotes well-being but also allows for a greater assessment of decisions and their potential implications. Greater balanced decision-making will help support better organizational outcomes that are inclusive, diverse, and equitable.

NEXT STEPS

To move the work forward, it is recommended the Circle of Directors expands the circle of accountability and establishes “Anduhyaun Story Steering Committee” with representatives from all areas within the organizations. Anduhyaun has made significant shifts and changes with their governance practices and continues to do important work with enhancing communications and fostering relations. Expanding the Circle will allow for enhanced and collective decision-making, improved accountability, and stronger commitment to success.

A part of this work recognizes that the agency works within imposed colonial systems and structures, and that it will take time to dismantle, address and reverse systemic barriers, racism and harmful practices and policies. Doing this work, requires deep reflection, humility, awareness, and patience. It is through awareness, education, and commitment, we can make the difference and changes we need to see for the well-being of Indigenous women and children.

When bringing people together from all levels of the organization, we will recognize that all of us have a role and responsibility in fulfilling the mandate. It is through deep listening and reflection, then we gain a better understanding of the necessary changes and decisions that will need to be made.