

Yukon Women in Trades & Technology

# Strategic Plan

2017-2020

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# Introduction

In October of 2017 the YWITT Board came together with staff to discuss the future of YWITT and establish strategic priorities for the coming 1-3 years. These priorities will focus the actions of the board and staff towards achieving the vision and moving the organization forward towards its next evolution.

## History

Yukon Women in Trades and Technology (YWITT) was founded in 2000 as a means of addressing the barriers and challenges women in the Yukon face in entering the trades. Over the last 17 years the organization has grown from a small organization offering do-it-yourself plumbing and carpentry workshops to a well-recognized community institution offering a range of programs that build awareness of trades' careers and support women of all ages in the trades.

The organization has a strong reputation and has been valued for empowering women to succeed in non-traditional careers, inspiring economic security for women and educating both employers and women about the values and benefits of hiring Yukon women.

YWITT is funded largely by the Yukon Government Community Training Fund and the Women's Equality Fund. The organization is adept at leveraging partnerships such as their relationship with Habitat for Humanity and Whitehorse Women's Correctional Centre to offer unique programs to a range of audiences.

The board signed off on the last strategic plan developed by the organization in February 2014. Implementation of the 2014 strategic plan was very successful. The document supported the Executive Director and Program Coordinator to make focused decisions regarding programming and partnership opportunities. See Situation Analysis for more details.

Over the last three years the YWITT has maintained its focus squarely on young girls (grade 8-12) and creating awareness of trades-based careers in the early years. As programming and operations have been streamlined and made more efficient and with increasing partnerships it is time to put an extra emphasis on technology programming, explore research needed to make more informed programming decisions for better impact, renew the organizations relationship with active tradeswomen and continue refining board policies and procedures.

# Strategic Plan Elements

## Vision

Yukon Women in Trades and Technology is a vibrant hub with community partnerships and programs that increase awareness and provide support to women and girls in trades and technology.

## Mandate

We achieve our vision by...

**Educating:** women and girls about the viability of trades and technology opportunities for women

**Supporting:** potential and present women in trades and technology

**Advocating:** to remove barriers to access and create equal opportunities for women in trades and technology

## Our Belief

Gender should not be a barrier to pursuing workplace opportunities in the trades and technology sectors.

## Strategic Priorities (2017-2020)

The strategic priorities will form the main focus of Yukon Women in Trades and Technology actions in order for it to reach its vision over the next 1-3 years.

1. Continue to strengthen and streamline internal policies, and board and staff planning.
2. Work with partners and funders to build a body of research to better understand the sector, advocacy needs and inform evidence based programming.
3. Expand outreach to build a vibrant community of volunteers, instructors and member tradeswomen.
4. Work with partners to increase percentage of technology programming.

# Priority Actions

The priority actions described below reflect the key actions that will accomplish each strategic objective. For each the task has been assigned either to the Board (B) or Staff (S) to lead in partnership with the other. Members of the board should be assigned to lead the work for each strategic a work plan created should be created for each one with timelines and deliverables. The prioritization of these items is to be determined by the Board with staff.

## #1 - Continue to strengthen and streamline internal policies, and board and staff planning.

Action	B	S
Create org chart with ideal and actual staff responsibilities and map out potential future roles. Establish ideas for potential next hire.	X	
Make a list of board strengths (individual strengths and assets each board member brings to the board)	X	
Create board organizational chart, assign responsibilities (based on strengths), and identify gaps for recruitment	X	
Establish a performance evaluation process for staff – and open feedback mechanism for communication between board and staff on HR matters	X	
Review existing policies, identify gaps, and edit or create new policies where needed. In particular focus on HR policy, Health and Safety Policy and Procedures, and Instructor/ Volunteer Qualifications.	X	

## #2 - Work with partners and funders to build a body of research to better understand the sector, advocacy needs and inform evidence based programming.

In order to grow the organization on a foundation of evidence based practice and create strategic priorities in the future that directly address sector-wide issues, the YWITT board must address the lack of Yukon specific data and research that exists about women and girls in the trades. This research might include information about:

- Barriers to women in trades (sector wide and trade specific)
- The state of trades careers in the Yukon (career opportunities, job prospects, economic development)
- Best practices in other sectors

- The most effective intervention programs and strategies
- Training gaps
- Specific barriers for First Nations Women or challenges in the communities

Action	B	S
Create a set of research questions that will inform evidence based practice and advocacy work	X	X
Establish what existing research exists (In Yukon and Outside)	X	X
Create a research plan and find partners and funding to implement	X	X

### #3 - Expand outreach to build a vibrant community of volunteers, instructors and member tradeswomen.

YWITT has focused its attention on education and awareness raising as well as streamlining internal operations over the last several years. Now that these foundations are strong the organization is looking to turn its attention to the "support" pillar of its mandate.

This area of action is about becoming known as a first stop for support and referral for women curious about, entering, or actively working in the trades. It is about re-establishing connections with existing trades woman to create a network of support, and to better advocate for their needs.

Action	B	S
Create a plan to connect with Tradeswomen and establish stronger relationships	X	X
Find an existing directory of active tradeswomen/companies or create a new one		
Continue to connect with First Nations governments and communities to create awareness and opportunities in the communities		X
Create a volunteer framework and policies to support a network of active volunteers	X	
Explore need for entrepreneurship training, network, referrals and other services to support women in trades		X
Add messaging to regular communications about YWITT as a hub of support for women considering or working actively in the trades		X
Review and update membership structure, benefits and policies	X	

## #4 - Work with partners to increase percentage of technology programming.

Action	B	S
Define what a career in technology is. Make a list of potential trades under the technology umbrella and potential programming partners and instructors	X	
Explore the arts, trades and technology connections to create compelling programming options for audiences (e.g wearables, graphic design, arts, theatre, film and TV, recording.	X	
Continue to consider ways to add technology programming to existing YWET and Power UP programs		X

## Performance Measures

The following performance measures will be used to review the progress of the strategic plan. The plan should be reviewed annually at the AGM. Staff and the board should create report on progress for each action and reevaluate as circumstances evolve.

- YWITT has established new relationships with active trades women and has begun the process of creating a structure for a member benefits program and supports that address the needs of this audience.
- The policy manual has been updated and new policies have been created (in particular HR, Health and Safety and Instructor/ Volunteer qualifications).
- Board members have been assigned a portfolio or strategic action and understand their roles, responsibilities and tasks under this portfolio.
- YWITT has established research needs, created a research action plan and initiated a research project
- More of YWITT programming is focused in tech
- Organizational chart for org and board have been established (including current roles and potential future roles)
- Job descriptions are written for both staff, and potential future roles

- A performance evaluation framework is established and implemented
- Core programs continue to maintain high enrolment
- Communications remains regularly implemented, consistent and professional and core messaging around support and advocacy pillars of the mandate are added to the mix.
- A directory of active tradeswoman entrepreneurs has been created with the goal of promoting women working in the trades, and establishing relationships with women in the trades to better support them.

## Risk Management

- Manage workload carefully. Create work plans for actions above on timelines that create manageable workloads for both board and staff to implement.
- Stay in tune with the shifting environment and adapt the plan to new circumstances as needed.
- Board and staff must remain focused on key priorities and ensure that core functions and programs are not burdened by taking on too many new initiatives.
- The board must continue to increase its capacity and knowledge of board governance.