



**WOMEN'S ENTERPRISE
SKILLS TRAINING
OF WINDSOR INC.**



2024 – 2029 STRATEGIC PLAN

JANUARY 1, 2024

INTRODUCTION

The Women's Enterprise Skills Training of Windsor Inc. (WEST) is proud to present their 2024-2029 strategic plan. The strategic planning process began in fall of 2023 and included in-depth engagement with board, management, and staff, many with lived experience as prior WEST clients, as well as a detailed review of WEST internal governance and finance. This plan was crafted to be responsive to WEST's current context and robust in uncertain times with strategy and goals that seek to build WEST's internal capacity and thereby, better assist the clients we serve.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Dear WEST Stakeholders,

I am delighted to share with you Women's Enterprise Skills Training of Windsor Inc. (WEST)'s 2024-2029 strategic plan, a culmination of a meticulous planning process initiated in the fall of 2023. This plan reflects our unwavering commitment to providing training for severely employment disadvantaged visible minority women, aiming to enhance their employability and educational pursuits.

Throughout this strategic journey, we engaged extensively with our board, management, and staff, including those with lived experiences as prior WEST clients. We also conducted a thorough review of our internal governance and finance structures. The result is a robust plan designed to navigate the current landscape and ensure adaptability in uncertain times.

Our focus for the next five years revolves around three core priorities:

1. Governance to build excellence in leadership
2. Sustainability to meet our long-term goals
3. Operations through investing in our people

At WEST, our ultimate purpose is our clients' success, and this plan underscores that commitment. It recognizes that our ability to support our clients is only as strong as our organization. Through strategic initiatives, we aim to enhance WEST's internal capacity, ensuring we are well-equipped to serve the evolving needs of the individuals we are dedicated to empowering.

The following pages provide a comprehensive review of initiatives associated with each of our strategic goals. For more detailed information, please refer to the accompanying documents.

I am pleased to highlight that WEST has also achieved success in diversifying its funders through various program initiatives. This success is a testament to the collective dedication of our team and the impact of our programs.

Thank you for your continued support as we embark on this strategic journey. Together, we will strengthen WEST's impact and contribute to the empowerment of the women we serve.

Sincerely,

Rose Anguiano Hurst,

Executive Director Women's Enterprise Skills Training of Windsor Inc. (WEST)



MESSAGE FROM THE CHAIR OF THE BOARD

It is with great enthusiasm that I share with you Women's Enterprise Skills Training of Windsor Inc. (WEST)'s visionary 2024- 2028 strategic plan. As the Chair of the Board, I have witnessed the dedication and collaborative efforts that have gone into crafting a plan that resonates with our mission and values.

Our strategic planning journey, initiated in the fall of 2023, involved extensive engagement with our board, management, and staff, including individuals with lived experiences as prior WEST clients. This process was complemented by a comprehensive review of our internal governance and finance structures. The outcome is a robust plan designed to navigate the current landscape and ensure WEST's adaptability in times of uncertainty.

Over the next five years, our focus remains steadfast on focusing on supporting our clients. Our plan is to couple those goals to the strength and capacity of our organization. This will ensure sustainability and internal capacity. This to us will ultimately make certain we can effectively serve the women we are dedicated and determined to empower, and optimally support the WEST team as stewards of WEST's mission for well into the future.

The landscape of the Windsor-Essex's workforce has been evolving as our population ages, the infrastructure in Windsor-Essex County expands, new technology emerges, and a revitalization occurs.

The women that WEST supports have an unprecedented opportunity to be a part of this exciting time in our region, and we are privileged to help them and our community reach their goals through the programs and services we provide.

I am proud to acknowledge that WEST has achieved considerable success in diversifying its funders through innovative program initiatives. This success is a testament to the collective commitment of our team and the positive impact of our programs. This, in concert with the dedicated team at WEST and the drive and courage of the clients, will see this innovation materialize to great outcomes for our community in joint ventures through this plan.

Your continued support is instrumental as we embark on this strategic journey. Together, let us reinforce WEST's impact and contribute meaningfully to the empowerment of the women we serve.

Gratefully,
Nadine Manroe-Wakerell
Chair, Board of Directors
Women's Enterprise Skills Training of Windsor Inc. (WEST)



ABOUT WEST

The Women's Enterprise Skills Training of Windsor Inc. or WEST is a non-profit corporation and registered charitable organization that provides settlement, employment, and skills development services in Windsor-Essex.

WEST as a concept started in 1984 out of a desire to help the disproportionate number of women experiencing challenges in entering the workforce. With funding from Human Resources Development Canada, WEST opened its doors officially in February 1987 and began offering unique training opportunities, skills enhancement, and volunteer placement for women in Windsor-Essex. Over the years, it became apparent that visibly diverse women faced the greatest challenges in terms of training and employment opportunities. As a result, WEST shifted to technical and life skills training programs specific to the needs of visible minority women.

WEST TODAY

Today, WEST provides a range of programs aimed at helping women find employment and learn new skills including helping newcomers settle in the community. While the organization is known for its Newcomer Settlement Programs, it provides valuable services to women and men whether or not they are recent immigrants in employment and skills development.



NEWCOMER PROGRAMS

As one of 11 IRCC funded Newcomer Service Provider Organizations (SPO) in Windsor-Essex, WEST offers:

- Language training
- Needs and assessment, information, orientation, and referral (NAARS)
- Employment related services
- Childminding
- Short Term Counselling
- Information and Referral
- Language Training and Language Skills Development
- Youth Programs
- Other: transportation, interpretation, Youth Employment and Skills Strategy (YESS)

Federal government funding represents about 50% of the current WEST budget.


EMPLOYMENT ONTARIO


As a recognized partner and leader among organizations who deliver Employment Ontario services, WEST has applied its mission for serving women to develop programs that advance women in skilled trades and technology. The organization has built strong partnerships with employers in the region to leverage opportunities for its clients. Provincial programs represent about 42% of the current WEST budget.





OTHER WEST PROGRAMS

WEST has also been very successful in diversifying its funders with initiatives such as:

 **YOUTH PROGRAMS:** Like EDGE, LEAD and SEAT which build capacity in education, employment, leadership, and STEM for young women.

 **RESEARCH & PARTNERSHIP:** Fostering women's financial preparedness, labour market analysis and opportunities, and improved skills training.

 **GENDER EQUALITY AWARENESS PROJECTS:** A signatory to the 50-30 challenge to increase representation and inclusion of diverse groups in Canadian workplaces, WEST's work includes: Building Capacity for a more Gender Equal World and Innovative New Programming and Enhancing the Digital World with Stories of Equality, Power and Success.

 **IRCC DEI PROJECT:** Building culturally and racially responsive services. WEST work includes developing resources and tools for improving settlement delivery and helping to build the capacity of Service Provider Organizations (SPOs) by providing training and guidance on improving their cultural and racial responsiveness.



WEST MISSION, VISION, AND VALUES

MISSION

Women's Enterprise Skills Training of Windsor Inc. (WEST Inc.) exists to provide training for severely employment disadvantaged visible minority women in order to improve their employability in the workforce and/or further their education.

VISION

LEADERS IN POSITIONING WOMEN FOR SUCCESS

VALUES

Together at Women's Enterprise Skills Training of Windsor Inc:
We are committed to treating everyone with Dignity & Respect.
We strive to create an environment of Accountability & Professionalism of the highest standard.
We passionately aim to foster, promote and advocate for Inclusivity & Diversity of all women.
We are dedicated to serving the needs of the community with Compassion & Empathy.

STRATEGIC PRIORITIES

WEST's ultimate purpose is our clients' success.

This is the reason we exist.

Our ability to support our clients is only as strong as our organization.

Therefore, for the next five years WEST has chosen to focus on:

- Governance to build excellence in leadership
- Sustainability to meet our long-term goals
- Operations through investing in our people

The next pages provide a review of initiatives associated with each of our goals. More detailed information can be found in Appendix A.



Empowering participants to reach their goals.

FROM STRATEGY TO ACTION

WEST will move from strategy to action with these initiatives.

GOVERNANCE

Excellence in leadership

BOARD DEVELOPMENT: WEST will develop and utilize a board skills matrix to facilitate future recruitment and ensure the right mix of board skills to be able to lead WEST forward successfully.

BOARD POLICY REVIEW: Through a board policy review the WEST board will be clearly focused on the strategic direction of WEST, better able to impact long-term success and recognize as a site of excellence in board governance.

INITIATIVES	2023 - 2024			2024 - 2025				2025 - 2026				2026 - 2027				2027 - 2028				2028 - 2029			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Board Development		■	■				■																
Board Policy Review			■	■	■	■	■	■	■	■			■										

SUSTAINABILITY

Meeting long-term goals

BUILDING PROJECT: WEST will reimagine a home for WEST that is modern, comfortable, affordable, client-centered, that offers the flexibility to adapt and respond to opportunities for innovation and place WEST staff are proud to work.

REVENUE STRATEGY: WEST's revenue strategy will ensure a long-term, stable diverse revenue stream that can support current and future programs, is robust to political and policy change.

CAPITAL CAMPAIGN: WEST will develop a reserve of unrestricted funds that can support emergency or innovative programming requirements with dependence on project funding.

INITIATIVES	2023 - 2024			2024 - 2025				2025 - 2026				2026 - 2027				2027 - 2028				2028 - 2029				
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Building Project																								
Review Strategy																								
Capital Campaign																								

OPERATIONS

Investing in our people

ORGANIZATIONAL STRUCTURE REVIEW: With a line of sight from top to bottom, this review will maximize efficiency and effectiveness of operations, support recruitment and career development, and ensure operational structure is transparent, efficient and supports ongoing innovation in service delivery.

STAFF DEVELOPMENT PLANNING: Staff development planning will support long-term viability, recruitment, retention, service quality, and a workplace where staff choose WEST as their career home..

SERVICE DATA COLLECTION AND ANALYSIS STRATEGY: This strategy will provide a clearer understanding of clients, client needs and performance outcomes and impacts to drive quality improvement, enhance funder relations and data-driven program change and innovation.

INITIATIVES	2023 - 2024			2024 - 2025				2025 - 2026				2026 - 2027				2027 - 2028				2028 - 2029			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Structure Review		■	■	■	■				■														
Staff Dev Plan							■	■	■	■	■	■	■	■	■	■	■	■	■				
Service Data Strategy				■	■	■	■	■	■	■	■	■	■	■									



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