

Yukon Cares Society

Strategic Plan

2016 - 2018



Contents

Background	3
Mission	4
Vision.....	4
Values.....	4
Goal 1: To respond to an urgent, global humanitarian crisis by supporting refugee settlement.....	5
Goal 2: To support and nourish our volunteer base	7
Goal 3: To establish the appropriate organizational structure and partnerships that will allow YukonCares to carry out its mission	9
Goal 4: To be accountable to our donors and be financially sustainable	11

Background

The first public meeting organized by Yukon Cares Founder Raquel de Queiroz was held in September 2015. At this meeting, information was provided on the Canadian sponsorship process, and what would be involved in sponsoring a family's relocation to Whitehorse, Yukon. The meeting was advertised as being open to anyone interested in helping out.

The community response was beyond any expectations. Within four months, we raised sufficient funds to sponsor a Syrian family of 11 relocated to Whitehorse.

Acknowledging that the Global Refugee Crisis is not likely to abate, and recognizing the possibility of facilitating a larger Yukon response to this crisis, the Steering Committee for Yukon Cares initiated a strategic planning process.

The purpose of this planning process was to:

- Build on momentum that has been developed;
- Organize our collective thoughts around what to do next;
- Help us to identify needs for further policy development, organizational structure, volunteer structure, etc;
- Address the real potential for burn-out of our volunteer base and over-taxing of the some of the support services in our community that we rely on; and
- Guide of the decisions we are making, and place them within a firm understanding of who we are, where we want to be, why we do what we do, how we do what we do, what we have been able to achieve and why, what may constrain and/or help us grow, and what we don't do.

The development of this plan involved two half-day facilitated workshops held in April, 2016 where participants had the opportunity to discuss where we are now, where we want to be, and how will we get there. Workshop materials, including planning exercises and workshop reports, are available on the Yukon Cares website.

Mission

Yukon Cares is an independent, grassroots, volunteer-driven, humanitarian organization responding to the global refugee crisis through education, advocacy and resettlement of refugees in Yukon.

Vision

Yukon Cares welcomes and supports refugees so that together we may become more empowered and engaged citizens locally and globally.

Values

Respect and dignity: We value and respect the dignity and strengths of all human beings.

Diverse and inclusive: We value the richness that a diversity of cultures, ideas and perspectives brings to our organization and our community.

Compassionate and caring: We value a compassionate and caring society which seeks to address the needs of refugees who are among the most vulnerable.

Partnership and collaboration: We value the contributions, strengths and ideas that come from working in partnership and collaboration with volunteers and public and private sector groups.

Accountable and sustainable: We value accountability, sustainability and transparency by effectively managing our resources, making informed decisions and conveying them to the public.

Goal 1: To respond to an urgent, global humanitarian crisis by supporting refugee settlement

Proposed Objectives	Strategies	Indicators*
1.1 To support refugee resettlement in Yukon (prior to arrival and immediately following arrival)	To identify refugees for settlement in Yukon	Refugees are identified for resettlement that can be assisted with the financial and volunteer resources raised through Yukon Cares
	To develop and implement a settlement plan and budget for each sponsored family	Necessary financial resources are identified and, where possible, secured before the newcomers' arrival
		Appropriate housing, transportation and other basic needs are identified and, where possible secured before the newcomers' arrival
		All volunteers that have contact with the newcomers' have a police criminal record check on file with Yukon Cares
	To identify and address all health related needs immediately upon arrival	Access to health care and immunizations is facilitated shortly after the newcomers' arrival
		A family physician is identified shortly after the newcomers' arrival
	1.2 To support refugee resettlement in Yukon (for the first year from arrival)	To develop language skills of newcomers
Recruit and utilize local tutors for additional english training within the first three months		
To facilitate access to educational opportunities according to the newcomers needs		Enrollment of children in English Language Learning (ELL) programs, offered through Department of Education, is facilitated within the first three months
		Newcomers are introduced to early learning opportunities available in community within the first three months
		Enrollment in post-secondary education at Yukon college is facilitated as appropriate

Proposed Objectives	Strategies	Indicators*
	To equip newcomers with the necessary skills for employment and financial independence	An inventory of newcomers interests and skills is completed within the first three months
		Enrollment in multicultural centre employment programs is facilitated within the first year.
		Enrollment in needed training and educational opportunities is facilitated within the first year.
		Job coaches are recruited and utilized within the first six months
		Newcomers have secured employment within the first year
		Newcomers are financially independent within the first year
	To provide orientation to Yukon and support the development of long-term relationships	Newcomers have received opportunities to be exposed to recreational, spiritual, cultural and social opportunities within the community within the first three months
		Newcomers have developed a network of relationships that help them to feel part of the community within the first year
1.3 To support refugee settlement through public outreach and political advocacy	To ensure our work is effectively communicated with the public	See objective 4.2
	To support and/or facilitate public educational opportunities on issues that align with Yukon Cares mandate (e.g. global refugee crisis, multiculturalism, social justice)	2 to 4 public education events are supported and/or facilitated annually
	To advocate for a policy environment that supports the effective and efficient processing of refugee claims	Issues that the Board deem to require a political advocacy response are acted upon within 2 to 4 weeks

*Timelines are provided for general guidance only. They will be adapted, as appropriate, to individual needs

Goal 2: To support and nourish our volunteer base

Objectives	Strategies	Indicators
2.1: To work within the limits of our volunteer base	To ensure each individual/group that is sponsored is supported by a committed volunteer settlement committee that is identified prior to completion of the sponsorship application process	Settlement committee members, and their respective roles and responsibilities, are identified as part of the settlement plan
	To make effective use of volunteer time by effective delegation of tasks to committees	Committees are established as needed
	To match the interests and skills of our volunteers to tasks that need to be done	An inventory of volunteer interests and skills is maintained
		Volunteers are satisfied that the organization is making best use of their interests and skills
	To make effective use of volunteer time by keeping meetings on time	Meetings are kept on time
To continually recruit, broaden and build our volunteer base	Volunteer numbers remain stable or grow	
2.2: To raise the profile of our volunteers	To post volunteer profiles on the website	Four volunteer profiles are posted each year
	To describe the roles of the various types of volunteers involved with Yukon Cares and post these on our website	Descriptions of volunteer roles are posted before September, 2016
2.3: To provide volunteer recognition	To host thank you dinners and social events for the volunteers	Social events for volunteers are held quarterly
	To recognize the contributions of exceptional volunteers by awards	Annual awards to recognize exceptional volunteers and supporters.
	When we celebrate and communicate our successes, we describe the critical role volunteers have played in allowing us to	All public communications recognize the critical role of volunteers in our organization

Objectives	Strategies	Indicators
	achieve those successes	
2.4: To provide volunteer training	To facilitate volunteer access to refugee resettlement training	Training opportunities are facilitated as and when needed
	To provide language and culture training for our volunteers	Language/culture training opportunities are facilitated as and when needed.

Goal 3: To establish the appropriate organizational structure and partnerships that will allow YukonCares to carry out its mission

Objectives	Strategies	Indicators
3.1: To ensure we have the right organizational structure in place that will allow us to carry out our mission	To apply for society status	Yukon Cares is a registered society before September, 2016
	To develop a policy and procedures manual to guide operational decisions	An operational policy and procedures manual is in place before September, 2016, and is regularly updated
	To have a Memorandum of Understanding in place with the Sponsorship Agreement Holder(s) we work with that clearly outline our respective roles and responsibilities for supporting refugee resettlement	Memoranda of Understanding are signed with sponsorship agreement holder(s)
	To form task-oriented committees on an as-needed basis	Committees are established as needed
3.2: To ensure we have the right partnerships in place that will allow us to carry out our mission	To maintain an effective working relationship with our Sponsorship Agreement Holder that respects our mutual interests and capacities in supporting refugee resettlement	Memorandum of Understandings are signed with sponsorship agreement holder(s)
	A joint steering committee will be established to oversee the working relationship set out in the Memorandum of Understanding(s) with sponsorship agreement holder(s).	The committee will meet as necessary.
	To maintain an effective working relationship with Government of Yukon who has a critical role in facilitating access to education and health, funds	Meetings are held with Government of Yukon as necessary to discuss how sponsored families have been accessing government services
	To maintain an effective working	Meetings are held with the Multicultural Centre as

Objectives	Strategies	Indicators
	relationship with the Multicultural Centre who has a critical role in facilitating access to language and job training programs	necessary to discuss how sponsored families have been accessing the Centre's services
	To maintain an effective working relationship with the City of Whitehorse who has a critical role in in facilitating access to city services	Meetings are held as necessary with the City of Whitehorse to discuss how sponsored families have been accessing the government services
	To effectively coordinate with other local sponsoring organizations	Meetings are held as necessary with other local sponsoring organizations to share information on progress and plans
3.3: To have a strategic plan in place for the organization	To establish a mission, vision, goals, objectives and strategies for Yukon Cares	Mission, vision, goals, objectives and strategies for Yukon Cares are established to guide its first two years of operations
	To report on progress in implementing the strategic plan annually revisit strategic plan annually	A progress report on strategic plan implementation is prepared annually
	To revisit and update the strategic plan annually	The strategic plan is revisited and updated annually.
	To communicate and celebrate our organizations first strategic plan	A communications plan is developed to support the release of the first strategic plan.

Goal 4: To be accountable to our donors and be financially sustainable

Objectives	Strategies	Indicators
4.1: To be accountable	To have a Memorandum of Understanding in place with the Sponsorship Agreement Holder(s) we work with that clearly outline our respective roles and responsibilities for supporting refugee resettlement	Memoranda of Understanding are signed with sponsorship agreement holder(s)
	To prepare and publish regular financial statements (being cognizant of respecting the privacy of sponsored family's finances)	Financial reports are published quarterly that balance the need to maintain the privacy of sponsored individual/groups finances with the need to be accountable to our donors/funders
	To minimize administration costs of Yukon Cares so most of the funds raised are used to support refugee resettlement	Yukon Cares administration costs are below 2% of all funds raised
	To hold an Annual General Meeting to report on the strategic plan and financial statements	AGM takes place annually
4.2: To ensure our work is communicated effectively	To establish a communications committee to advise and oversee communications	The communications committee is consulted as needed.
	To maintain a website that provides information about our organization	Information about Yukon Cares is provided on our website
	To maintain a Facebook page so regular updates can be shared with our members/volunteers and the interested public	Information is regularly shared through our Facebook page
	To maintain effective media relations	Press releases are issued when significant developments need to be communicated
	To closely coordinating with other local sponsorship groups	Meetings are held as needed with other local sponsorship groups.

Objectives	Strategies	Indicators
4.3: To be sustainable	To develop and implement a settlement plan that is consistent with the requirements of the IRCC, to carry out associated fundraising, and to support the unique needs and circumstances of each sponsored refugee / refugee family	Settlement plan is approved by sponsorship agreement holder and IRCC
	To work within the limits of our financial resources	New sponsorships are not applied for until at least 75% of the needed funds are in place to support an individual/family
		Once an individual/family is applied for, funds that are needed to support that family are considered 'committed' and are not redirected to another purpose
	To have a detailed budget in place that is tailored to each sponsored individual/family's unique needs	A detailed budget is prepared prior to applying to sponsor an individual/family
	To re-evaluate the budget as the sponsored individual/family's needs change	Financial statements are reviewed monthly
	Sponsorship decisions consider what our community is able to support	A settlement committee is identified before applying to sponsor an individual/family Regular communication takes place with agencies in town that support resettlement to monitor their capacity to support existing/additional resettlements