

# YUKON SOURDOUGH RENDEZVOUS

2019 – 2024  
STRATEGIC PLAN



July 2019

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Appendix A – YSR Summary Notes – Strat Planning Session 1, June 15 2019
Appendix B – YSR Summary Notes – Strat Planning Session 2, July 14 2019
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Appendix D – YSR Board Skills Matrix Planning Document

## Overview

The Yukon Sourdough Rendezvous (YSR) conducted a strategic planning exercise consisting of a number of sessions from April – July of 2019. The YSR has experienced a “changing of the guard” over the past number of years and has had feedback from the community that has led to a desire on behalf of the board of directors to build a new strategic plan that will take the organization to their 60<sup>th</sup> anniversary in 2024. YSR has had an invigoration at the executive level in the last year and will see a change in leadership in late 2019. The previous strategic plan was a three-year plan for 2015 – 2018.

A comprehensive understanding of the organization was developed via review of previous plans, budgets, marketing materials, debrief documents and a number of information gathering sessions/interviews with the ED, Operations Manager and the Executive of the Board of Directors. Through this understanding and review, a customized approach for the larger group Board engagement sessions was developed. Strategic planning sessions took place over a series of four separate sessions – one, two-day session at the end of April, one session hosted in June and two hosted in July; with a one-hour strategic planning prep session taking place at the June 12<sup>th</sup> board meeting. Homework questions were assigned at the end of each working session for the entire board to review and bring/provide answers for discussion at subsequent sessions.

Work completed at each of the sessions, was outlined as follows:

- The two-day session at the end of April focussed on completing a comprehensive debrief of the 2019 Festival including a festival-specific SWOT analysis, theme development, new festival programming ideas, review of bylaws and planning for the society’s AGM.
- The one-hour prep session consisted of a strategic planning overview, understanding the team (board skills matrix framework), the two questions exercise, and a general review of the existing vision, mission and values as well as the existing priorities and goals.
- Session one consisted of YSR SWOT analysis; review of vision, mission, values and discussion on homework questions; brainstorm around what YSR would like to achieve over the next five years and applying the filter to determine priorities.
- Session two included formalizing the vision, mission and values, identifying the strategic priorities and an overview on developing goals.
- The final session saw the board finalizing the goals for each strategic priority including assigning timelines and expected measurements. Summary documents for all sessions capture the discussions and have been attached to this report as appendices for background information. Minutes from the two-day debrief session that took place on April 27 & 28, were distributed separately to the board.

The Yukon Sourdough Rendezvous is a member-based and volunteer-run society, governed by an operational board of directors and supported by three full-time staff members. Recognizing the society is made up of volunteers who all have a passion for the community and the annual festival, the strategic planning sessions were conducted with the understanding that even though everyone is 100% committed to YSR, there may not always be 100% agreement. For this reason, the following rule was initiated and followed throughout the strategic planning process – 100% commitment; 70% agreement. The following document outlines YSR's five-year plan, matching the timeframe for the expected tenure of the current executive of the Board of Directors.

## Two Questions

At the beginning of the strategic planning process, two questions were posed to the YSR board of directors:

- What is needed for the strategic plan to be successful?
- How can the strategic plan be used constructively?

They responded as follows:

### **What is needed for the strategic plan to be successful?**

- Goals that are achievable and measurable
- Commitment and buy-in at all levels – board, staff, community and stakeholders
- Clear direction
- Practical and realistic – we have to know our constraints; understand our capacity
- Resources – money, people, time
- Must be sustainable – continue for a long period of time; check-ins; report card
- Supporting each other
- Successful festival; bring the community in to participate

### **How can the strategic plan be used constructively?**

- To build membership base
- Source of encouragement for board, staff and volunteers
- Tracking success – report card/balance score card
- It's a living document, tied to reporting and funding
- To get buy-in and on-board new people
- Utilize/assign tasks to sub-committees; share the workload
- Review and tweak/update every year

These answers were kept top of mind during the strategic planning process and used to help guide the discussion at the Board engagement sessions in conjunction with the 100% committed; 70% agreement rule.

# YSR Background, Vision, Mission & Values

## Background

Long before Yukon Sourdough Rendezvous became a society, before Whitehorse was Yukon's capital and before the population grew to what it is today, Yukoners came together at the darkest, coldest and loneliest time of the winter. Coming together had a practical function as it was used as an opportunity to collect census data on Yukon's residents. But more than that, it was an opportunity for everyone in the community to get out of their cabins, have a few laughs and visit with their fellow "sourdoughs" – the others who were toughing out the cold, dark winter.

The Yukon has an inherent remoteness – a small number of people in a vast landscape. Because of this, Yukoners supported and relied on each other; they watched out for one another and were friendly to anyone new from "outside". They developed an unspoken level of trust, a sense of community and a sense of home among people who weren't necessarily, family. The gathering was a celebration of sorts and created an understanding among the residents that they weren't alone – that they were all 'in it' together.

This is the essence of what it is to be a Yukoner – to be accepted, to know that you will have support in the toughest conditions and to genuinely feel part of something special. This sense of Yukon pride developed out of necessity because of the harsh reality of Yukon's remoteness, but it is instilled in all Yukoners to this day and is at the core of what the Yukon Sourdough Rendezvous is all about.

## Vision Statement (dream/aspiration)

Yukon Sourdough Rendezvous is a festival that truly raises the bar on Northern happiness and is known nationally, and internationally, as "What the Yukon is all about".

## Mission Statement (mandate/purpose)

Yukon Sourdough Rendezvous organizes an annual winter festival and year-round events in Whitehorse that bring people together and enriches the cultural, economic and social vitality of the territory.

## Values (state of being)

The Yukon Sourdough Rendezvous society is currently in its 55<sup>th</sup> year of operation. We are made up of a solid volunteer base of professional event planners that consistently deliver a well-thought out plan to host an annual winter festival and countless other events in support of our annual festival.

### We are:

- Forward-looking and pro-active

### We will:

- Act with Integrity

### We value:

**Honesty & Dependability** – by this, we mean:

- We will build trust internally, with our community and stakeholders;
- We will act fairly, honestly, ethically and respectfully;
- We will practice transparency and diplomacy;
- We will build and protect our resources to ensure we can deliver on what we promise – time, money, people, locations, influence, etc.);
- We will communicate with each other, our community and stakeholders; and,
- We will respect ourselves, trust everyone to act in this manner and hold each other accountable when we do not.

**Community Inclusiveness** – by this, we mean:

- We will be open-minded, open to change and remain relevant to our community;
- We will be committed to evolving the festival to be inclusive of and accessible by the entire Yukon community while honouring how and why the festival came to be; and,
- We will create community spirit and pride by being representative of our community – welcoming all ages, ethnicities and backgrounds.

**Fun, Laughter and Yukon's Uniqueness** – by this, we mean:

We **LOVE** being Yukoners!

- We care about and are committed to our Rendezvous family. We are a team;
- We will motivate and support each other;
- We will respect each other and the creative process by embracing each other's points of view and individuality;
- We will have fun and laugh every day; and,
- We will be fearless, adventurous, creative and open-minded.

## YSR Strategic Priority Objectives

*During the Board engagement sessions, it was determined that there were four main areas of focus. These four areas of focus do not function independently and are specifically related to the day-to-day operation of the society and the festival. Focusing on these four areas will allow the board to realize the “changing of the guard” and bring the Yukon Sourdough Rendezvous in to its next phase of evolution.*

### Strategic Priority Objectives:

- Reputation Management
- Marketing & Communications
- Business Planning & Financial Stability
- Permanent Home

### Priority: Reputation Management

Goal	Start	Complete	Measurement	Suggested Action Steps
<p><b>Goal 1.</b> Improve public perception of the Board.</p> <p><b>Who:</b> Executive Committee</p>	Aug. 2020	Aug. 2022	<ul style="list-style-type: none"> <li>• Full, qualified, happy Board</li> <li>• 3-person waitlist</li> <li>• people won't make “yuck” face when asked to sit on the board</li> </ul>	<ul style="list-style-type: none"> <li>• Honour and follow strategic plan values and enforce bylaws</li> <li>• Develop and implement board of directors on-boarding process/protocol</li> <li>• Complete board skills matrix to determine where holes exist</li> <li>• Develop board of directors recruitment and marketing plan including key messages</li> <li>• Actively recruit potential and qualified board members year-round</li> </ul>
<p><b>Goal 2.</b> Strike Public Relations Committee</p> <p><b>Who:</b> Board of Directors and PR Committee once struck</p>	Sept. 2019	Sept. 2019	<ul style="list-style-type: none"> <li>• Public Relations Committee in place</li> <li>• Terms of reference for committee in place</li> </ul>	<ul style="list-style-type: none"> <li>• Call for qualified board members to chair and sit on committee</li> <li>• Develop committee terms of reference (purpose and parameters for committee)</li> <li>• Source qualified professional to assist committee where/when as required.</li> </ul>
<p><b>Goal 3.</b> Develop Communications Strategy and Plan</p> <p><b>Who:</b> Pubic Relations Committee</p>	Sept. 2019	Nov. 2019	<ul style="list-style-type: none"> <li>• Internal and external policies ratified by board</li> <li>• Annual communications strategy/plan in place</li> </ul>	<ul style="list-style-type: none"> <li>• Develop internal and external communications policies including crisis communications plan</li> <li>• Develop communications strategy and plan framework</li> </ul>

### Priority: Marketing & Communications



Goal	Start	Complete	Measurement	Suggested Action Steps
<b>Goal 1.</b> Build Marketing Strategy and Plan  <b>Who:</b> ED, AD, Board, Consultant	Sept. 2019	Sept. 2020	<ul style="list-style-type: none"> <li>Plan built and in place</li> </ul>	<ul style="list-style-type: none"> <li>Admin manager source grant money to hire consultant to build plan</li> <li>ED hire consultant to build plan</li> <li>Board makes themselves available to consultant to build plan</li> <li>Consultant builds plan</li> </ul>
<b>Goal 2.</b> Invest in YSR Brands  <b>Who:</b> Staff Team	Sept. 2020	Sept. 2022	<ul style="list-style-type: none"> <li>YSR to evolved brands to include 6 child-brands and 1 parent-brand</li> <li>Public will identify with brands</li> <li>Festival attendance and participation increased by 20% in each child-brand</li> </ul>	<ul style="list-style-type: none"> <li>Hire brand/marketing specialist</li> <li>Design/tweak all 6 child-brands</li> <li>Reveal child-brands to public in creative ways</li> <li>Design/tweak parent-brand</li> <li>Involve public</li> <li>Reveal parent-brand to public in awesome way (lasers)</li> <li>Fully commit to brands, protect the brand/develop brand guidelines</li> </ul>
<b>Goal 3.</b> Increase marketing budget to 15% of overall budget  <b>Who:</b> Finance Committee	July 2020	June 2024	<ul style="list-style-type: none"> <li>Marketing budget is increased to 15% of overall operating budget</li> </ul>	<ul style="list-style-type: none"> <li>July 2020 – increase to 8%</li> <li>July 2021 – increase to 12%</li> <li>July 2022 – increase to 15%</li> <li>July 2023-24 – hold at 15%</li> </ul>

## Priority: Business Planning & Financial Stability

Goal	Start	Complete	Measurement	Suggested Action Steps
<p><b>Goal 1.</b> Decrease staff and board burnout, increase retention</p> <p><b>Who:</b> Executive Committee</p>	Sept. 2019	Sept. 2024	<ul style="list-style-type: none"> <li>• No more than 15% turn over of staff by 2024</li> <li>• No more than 4% turn over of board by 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Board – fewer board meetings/more efficient use of meeting time; board appreciation program; training and professional development opportunities; clear on-boarding process and orientation package</li> <li>• Staff – staff appreciation program; goal setting and professional development opportunities; competitive living wage; cognisant of staff after hours time; appropriate # of staff for the job</li> <li>• Both – legit “lit AF” Christmas party; once per year staff and board bonding activity</li> </ul>
<p><b>Goal 2.</b> Develop new revenue streams</p> <p><b>Who:</b> Board, Revenue Generation Committee, AD</p>	April 2020	April 2023	<ul style="list-style-type: none"> <li>• One new stream running by 2023 (representing \$66K)</li> <li>• Plans in place to secure 2 new streams (\$133K)</li> <li>• Total 3 new streams by 2023 totalling \$200K new revenue over three streams</li> </ul>	<ul style="list-style-type: none"> <li>• Strike Revenue Generation Committee</li> <li>• Develop terms of reference for committee</li> <li>• Year 1 – develop business plan</li> <li>• Year 2 – Initiate business plan and develop 2<sup>nd</sup> business plan</li> <li>• Year 3 – Run two news streams and develop 3<sup>rd</sup> business plan</li> </ul>
<p><b>Goal 3.</b> Multi-Year Budget &amp; Operations Plan</p> <p><b>Who:</b> Staff Team, Finance Committee, Executive Committee, Board</p>	April 2021	June 2024	<ul style="list-style-type: none"> <li>• Multi-year budget and event plan built and in place (3-year plan and budget)</li> </ul>	<ul style="list-style-type: none"> <li>• Admin – develop format for 3-year budget</li> <li>• Ops – develop format for multi-year event plan</li> <li>• FC – develop 3-year budget</li> <li>• Ops – develop and pitch 3-year event plan</li> <li>• Ratify budget and event plan</li> <li>• Board and staff – implement and execute multi-year plans</li> </ul>

**Priority: Permanent Home** (note: this is a step-by-step strategic priority objective – each goal can only be undertaken if the previous goal is complete and deemed to be able to proceed)

Goal	Start	Complete	Measurement	Suggested Action Steps
<p><b>Goal 1.</b> Research process and dedicate resources</p> <p><b>Who:</b> Permanent Home Committee</p>	Aug. 2019	April 2020	<ul style="list-style-type: none"> <li>Resources and information identified to budget for 2021 year.</li> </ul>	<ul style="list-style-type: none"> <li>Strike Permanent Home Committee</li> <li>Develop committee terms of reference</li> <li>Obtain quotes from relevant professionals</li> <li>Reach out to local business community for advice/knowledge for how to proceed with this type of project</li> </ul>
<p><b>Goal 2.</b> Build project budget (for 2021)</p> <p><b>Who:</b> Permanent Home Committee and Finance Committee</p>	April 2020	June 2020	<ul style="list-style-type: none"> <li>Approved budget with relevant items</li> </ul>	<ul style="list-style-type: none"> <li>Finance and Permanent Home Committees meet to determine best way to develop/build budget document</li> </ul>
<p><b>Goal 3.</b> Stakeholder Engagement</p> <p><b>Who:</b> Permanent Home Committee and qualified professional</p>	July 2020	March 2021	<ul style="list-style-type: none"> <li>Amount of business and private stakeholder feedback received – aim for 10% of those surveyed</li> <li>Engagement report</li> </ul>	<ul style="list-style-type: none"> <li>Source qualified professional to complete stakeholder engagement process</li> <li>Conduct stakeholder engagements</li> <li>Write engagement report</li> </ul>
<p><b>Goal 4.</b> Feasibility Study</p> <p><b>Who:</b> Permanent Home Committee and qualified professional</p>	March 2021	July 2022	<ul style="list-style-type: none"> <li>Completed Feasibility Study – go or no go document</li> <li>#moneybetight</li> </ul>	<ul style="list-style-type: none"> <li>Source qualified professional to complete feasibility study</li> <li>Compete and write feasibility study</li> </ul>
<p><b>Goal 5.</b> Source Funding/Find Location</p> <p><b>Who:</b> Permanent Home Committee, Executive Committee and Staff team</p>	March 2023	Nov. 2023	<ul style="list-style-type: none"> <li>Funding secured</li> <li>Location secured</li> </ul>	<ul style="list-style-type: none"> <li>Research, source, write and submit applications for funding</li> <li>Source real estate agent</li> <li>View properties</li> <li>Develop implementation plans</li> </ul>

## Next Steps

- Both staff and board teams to develop work plans to help you achieve your goals. Some suggested actions have been included however building out more comprehensive work/operational plans may be required. **Suggestion:** Set deadline of – September 20<sup>th</sup>, 2019.

**REMEMBER:** Your work plans are the directions for how you will get to the landmarks (Goals) in each of the cities (Strategic Priority Objectives) on your map.

- Make a plan to revisit the strategic plan on a regular basis – this is a living document and should be reviewed and updated as goals are achieved – review results to determine if you were successful and set new goals for the coming year under each strategic priority objective. Build annual work plans based on the new/revised goals. **Suggestion:** place strategic plan update as a standing item on board meeting agendas; provide a quarterly report regarding update on strategic plan goals; develop annual report card for funders and as part of AGM package.

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