

**WHITEHORSE ABORIGINAL WOMEN'S CIRCLE  
(WAWC)  
Three Year Strategic Plan Update (2019-20 to 2021-2022)**

---

## WHITEHORSE ABORIGINAL WOMEN'S CIRCLE (WAWC) Three Year Strategic Plan Update (2019-20 to 2021-2022)

---

### VISION:

We envision a future where the diversity of Aboriginal women is not only valued, but celebrated – where we stand equal in our communities, have access to our languages and cultures and where we have compassionate relationships and supports that allow us to heal, learn, and grow continuously.

### MISSION:

Provide all Aboriginal women in Whitehorse, regardless of their origin, with access to culturally relevant programs, projects and supports in a safe space that enrich our community through full participation in our cultures, communities, governments and economies.

### GUIDING VALUES:

Connection – We believe that the power of connection to family, community, language and culture fosters the wellness of Aboriginal women and strengthens their families and community.

Growth – We encourage the education and advancement of Aboriginal women and girls by providing culturally relevant supports, opportunities for growth, training and positive role modeling.

Diversity – We honour our ancestors by celebrating the diversity and unique contributions of each individual. We respect the rights and freedoms of all Indigenous women to speak their own languages and practice their own traditions and cultures.

Compassion – We practice treating each other with compassion. This includes acting with integrity and respect and showing love, care and empathy to each other.

Equality – We are inclusive and provide equal opportunities and voice to Aboriginal women, and their needs and concerns, in a fair, respectful and judgement-free environment, and equally value the roles and abilities of all genders in our communities.

## **MANDATE:**

Provide culturally relevant supports and projects that enhance, promote and foster the social, economic, cultural and political well-being of aboriginal women in Whitehorse by:

1. Building capacity within Whitehorse Aboriginal Women's Circle.
2. Building capacity for collaboration with the network of Indigenous women's organizations.
3. Building partnerships with other governments, including First Nation governments, and non-government organizations in enhancing programs, projects and supports for Indigenous women.
4. Accessing financial, human resources and volunteers to support the delivery of programs, projects and supports that enhance the well-being of Indigenous women and their families.
5. Working with partners to bring awareness to issues or challenges affecting Indigenous women in Whitehorse and funding solutions.

## **STRATEGIC GOALS**

The organizational goals for the next three years are:

1. Build the capacity and sustainability of WAWC.
2. Enhance WAWC community profile, strengthen collaboration with partners and build membership.
3. Design and implement programs, projects, supports, events, and training to advance the mission and mandate of WAWC.
4. Plan and implement special initiatives.

## CAPACITY AND SUSTAINABILITY

### GOAL #1: To build the capacity and sustainability of WAWC.

OBJECTIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
<b>1.1 To meet accountability requirements of funding agreements and plan for sustainability.</b>	<ul style="list-style-type: none"> <li>- funding report deadlines met</li> <li>- list of potential funding sources with eligibility and funding purposes/parameters used to pursue funding</li> <li>- inquiries made to funders, relationship building initiated and proposals developed</li> <li>- bookkeeping arrangements renewed</li> <li>- staff and board receive proposal development training</li> <li>- funding in place to continue operations beyond March 31, 2021</li> </ul>	<ul style="list-style-type: none"> <li>- number and quality of funding reports submitted on time</li> <li>- level of improvement in capacity and communication by WAWC with funders</li> <li>- number of and quality of funding proposals submitted</li> <li>- self reported level of knowledge and skill in proposal development</li> <li>- level of effectiveness of bookkeeping</li> </ul>
<b>1.2 To seek additional funding from a variety of sources and explore charitable status.</b>	<ul style="list-style-type: none"> <li>- assessment complete on pursuing charitable status</li> <li>- Art and Craft Co-op Feasibility Study done</li> <li>- proposals developed for project specific funding</li> <li>- relationship with Yukon First Nation Culture and Tourism well established in regard to development of Art and Craft Co-op</li> </ul>	<ul style="list-style-type: none"> <li>- decision made on whether to pursue charitable status</li> <li>- feasibility study completed</li> <li>- number of and quality of proposals submitted for projects and events</li> <li>- number of relationships developed with new potential funders</li> </ul>
<b>1.3 To hire, orient, train and retain WAWC staff and contractors.</b>	<ul style="list-style-type: none"> <li>- low staff turnover</li> <li>- increased staff retention</li> <li>- increased access to training for staff and contractors</li> <li>- relevant staff training opportunities identified</li> <li>- staff and contractors receive training</li> </ul>	<ul style="list-style-type: none"> <li>- number of changes in staff (turnover)</li> <li>- number of days positions were vacant</li> <li>- number and type of training sessions accessed by staff and contractors</li> <li>- degree of improvement identified on staff appraisals</li> </ul>
<b>1.4 To continue to develop policies and procedures.</b>	<ul style="list-style-type: none"> <li>- Administration and Fiscal Policies/Procedures Manual developed and implemented</li> <li>- Personnel Policy Manual developed and implemented</li> <li>- Board Policy Manual developed and implemented</li> <li>- Environmentally Conscious Green Policy completed</li> </ul>	<ul style="list-style-type: none"> <li>- completeness, accuracy and relevancy of policy manuals</li> </ul>

OBJECTIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
<p><b>1.5 To further develop capacity to design and deliver programs, projects and supports.</b></p>	<ul style="list-style-type: none"> <li>- implementation of revised strategic plan</li> <li>- regular office hours set for women and girls to access support and for drop-in</li> <li>- relevant and culturally competent workshops and/or programming provided to Indigenous women and girls that will improve their lives</li> </ul>	<ul style="list-style-type: none"> <li>- strategic plan implemented</li> <li>- new strategic plan completed (2021/22, 2022/23, 2023/24)</li> <li>- number of drop-ins/assistance provided to Indigenous women and girls</li> <li>- number of WAWC members</li> <li>- number of funding proposals written and approved for projects</li> <li>- feedback from participants on supports and projects</li> <li>- evaluation results</li> <li>- number of participants at workshops and accessing other projects and supports</li> <li>- number of meetings and/or collaborative workshops</li> </ul>

## COMMUNITY PROFILE, COLLABORATION AND MEMBERSHIP

**GOAL #2: To enhance WAWC community profile, strengthen collaboration with partners and build membership.**

OBJECTIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
<b>2.1 To finalize and implement an engagement and communications strategy, including rebranding and website development.</b>	<ul style="list-style-type: none"> <li>- improved profile and awareness of WAWC's role, programs and supports</li> <li>- increase in number of Indigenous women and girls accessing programs and supports</li> </ul>	<ul style="list-style-type: none"> <li>- feedback on the effectiveness of engagement and communication</li> <li>- number of media requests and articles</li> <li>- number of likes on website and Facebook page</li> <li>- number and quality of program partnerships and collaborations</li> </ul>
<b>2.2 To network and strengthen collaboration with other Indigenous and Women's organizations and those who serve Indigenous families.</b>	<ul style="list-style-type: none"> <li>- stronger relationships with women's and other Indigenous organizations</li> <li>- increased presence at relevant community events</li> </ul>	<ul style="list-style-type: none"> <li>- number and quality of program partnerships and collaborations</li> <li>- number of events and workshops attended by staff and/or board members</li> </ul>
<b>2.3 To advance the interests of Indigenous women through collaborative community action.</b>	<ul style="list-style-type: none"> <li>- greater recognition and response to interests and issues of Indigenous women and girls</li> </ul>	<ul style="list-style-type: none"> <li>- number of collaborative community actions</li> </ul>
<b>2.4 To recruit, orient, provide training/ professional development and retain board members as needed.</b>	<ul style="list-style-type: none"> <li>- board vacancies filled</li> <li>- Board Orientation Manual completed</li> <li>- board governance self-assessment completed</li> <li>- relevant board and staff training opportunities identified</li> <li>- board and staff receive training</li> </ul>	<ul style="list-style-type: none"> <li>- number of changes in board membership</li> <li>- number of vacant seats on board of directors</li> <li>- number and type of training sessions accessed by board members</li> <li>- degree of improvement identified on Board self-assessments</li> </ul>
<b>2.5 To outline and promote advantages of WAWC membership to recruit members.</b>	<ul style="list-style-type: none"> <li>- increase in WAWC membership</li> <li>- greater awareness of WAWC and its programs and supports</li> </ul>	<ul style="list-style-type: none"> <li>- number of new members annually</li> <li>- number of renewals annually</li> </ul>

## PROGRAMS, PROJECTS, SUPPORTS AND TRAINING

GOAL #3: To design and implement programs, projects, supports, events, and training and programs to advance the mission and mandate of WAWC.

OBJECTIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
<b>3.1 To set priorities for programs, projects, supports and events and access additional funding as needed.</b>	<ul style="list-style-type: none"> <li>- priorities for programs, projects, supports and events set</li> <li>- utilize list of funding sources to identify potential funding and submit letters of inquiry and /or proposals</li> </ul>	<ul style="list-style-type: none"> <li>- number of community partners involved in projects/events</li> <li>- number of funding proposals submitted to support new projects and events</li> </ul>
<b>3.2 To establish priorities for designing and delivering programs, projects and supports in collaboration with other organizations when feasible.</b>	<ul style="list-style-type: none"> <li>- priorities for programs, projects and supports set</li> <li>- community partners identified</li> <li>- effective collaborations with community partners in development of new projects and supports</li> </ul>	<ul style="list-style-type: none"> <li>- number of programs initiated and projected completed</li> <li>- number and quality of collaborations with other organizations and agencies</li> </ul>
<b>3.3 To identify training and skill building priorities for Indigenous women and their families and provide opportunities.</b>	<ul style="list-style-type: none"> <li>- increased knowledge of training priorities of Indigenous women and their families</li> <li>- increased number of training and skills development opportunities available to Indigenous women/girls and their families</li> <li>- Indigenous women/girls have increased knowledge of programs and services available in Whitehorse</li> </ul>	<ul style="list-style-type: none"> <li>- number of training and skill development opportunities made available to Indigenous women/girls and their families</li> <li>- feedback on relevance and effectiveness of training and skill development opportunities</li> <li>- feedback on knowledge of Indigenous women/girls of programs and services available to them in Whitehorse</li> </ul>
<b>3.4 To further develop and implement the mentorship program.</b>	<ul style="list-style-type: none"> <li>- further development of the mentorship program</li> <li>- increased profile and participation in the mentorship program by both mentors and mentees</li> </ul>	<ul style="list-style-type: none"> <li>- number of mentors and mentees in the program</li> <li>- feedback on quality of mentorship program</li> </ul>
<b>3.5 To develop a new 3 year strategic plan for 2021/22 to 2024/25.</b>	<ul style="list-style-type: none"> <li>- successful completion of new strategic plan that reflects the priorities of the board, staff and membership</li> </ul>	<ul style="list-style-type: none"> <li>- feedback on the quality and effectiveness of the new strategic plan (2021 – 2025)</li> </ul>

## SPECIAL INITIATIVES

**GOAL #4: To plan and implement special initiatives.**

OBJECTIVES	EXPECTED OUTCOMES	PERFORMANCE MEASURES
<p><b>4.1 To review the feasibility assessment for an Indigenous Women’s Centre and identify next steps.</b></p>	<p>- next steps for Indigenous Women’s Centre identified and pursued (funding options, proposals developed, partnerships built)</p>	<p>- level of interest in project of other women’s organizations and agencies, and Indigenous women/ girls                      - number of partners collaborating on the project                      - number of proposals developed and submitted                      - funds successfully raised</p>
<p><b>4.2 To define unique contributions of WAWC to initiatives based on cultural capacity building, work on priority issues such as protection of water, traditional knowledge, diversity of Indigenous identities, cultures, languages and commitment to women.</b></p>	<p>- increased utilization of the unique contributions of WAWC in community initiatives</p>	<p>- number of initiatives undertaken that contribute to culture, language and commitment to women</p>
<p><b>4.3 To define culturally safe programs, services and supports and contribute to advancing the cultural competency of service providers.</b></p>	<p>- WAWC assisting in more culturally relevant and effective programming delivered by other organizations/agencies serving Indigenous women and girls</p>	<p>- number of initiatives undertaken to advance the cultural competency of service providers</p>
<p><b>4.4 To work with partners to implement the National Inquiry into Missing and Murdered Indigenous Women and Girls MIWG Calls to Justice and the Truth and Reconciliation Commission Calls to Action.</b></p>	<p>- WAWC deepened understanding of the action needed                      - WAWC partnerships maintain a focus on implementation and alignment with implementation of Calls to Justice and Calls to Action</p>	<p>- number and quality of references to <b>the</b> National Inquiry into Missing and Murdered Indigenous Women and Girls MIWG Calls to Justice and the Truth and Reconciliation Commission Calls to Action in planning and reporting.</p>