



YARA

Five Year Strategic Plan 2020-2025

Prepared by VY1GP, VY1JC, VY1SW November 2020



Repeater Maintenance Mt Decoli, Aug 3, 2018

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Introduction

The YARA Strategic Plan 2020-25 flows from a strategic planning session in August 2020. The session gathered input, identified some clear themes and take-aways, and proposes actions and approaches. A summary of YARA's financial plan is provided.

One of its strengths has been the role its "YARA champions" – ordinary members who have taken the lead to plan and manage projects since its inception. Projects include building and maintaining the wide area network of repeaters, support for community events, fundraising, offering training courses, liaising with government officials, developing and expanding the website as a resource base and a repository of information, manuals and guidelines. This report contains appendices which provide additional background information, including a brief YARA history, accomplishments, community partners, and photos. Together, they reveal some of the core values of YARA's members, the strength of the organization, and the course YARA has followed since it was founded in the mid-1970s.

The 2020 YARA Strategic Planning Session

On Saturday, August 29, 2020 YARA held a strategic planning session, open to all members. The full report is available to members on the YARA website. What follows are main excerpts from meeting report notes.

Introduction:

1. Charlie, VY1CC opened the workshop, welcoming everyone, and outlined the agenda and expected outcomes.
2. Scott, VY1SW gave a detailed presentation on the income and expenses over the last five years, agreements with partners, and trends.
3. Other topics were introduced, and participants provided comments and ideas on the topics.

Discussion Topics:

1. Does YARA have a financial problem?

Conclusions:

- YARA does not have an immediate financial problem. Income continues to meet needs and one-time special project funding requirements can be met through various grant sources.
- It was recognized that a few emergency helicopter rentals could easily wipe out the financial reserve.
- Other potential funding sources for projects – Community Development Fund, New Horizons, Lotteries Yukon (need to meet with president and board members, minister)

2. What things does YARA need to focus on?

Priorities for discussion came from a members' survey and the membership database. The top five were chosen for discussion in the workshop.

Rank	Main Grouping
1	Personal Growth in the Hobby
2	YARA in the Community
3	Club Operation/Organization
4	Club Resources
5	Communications and Support Technology

There was active discussion on the topics and a summation at the end with "key take-aways" and specific follow-up actions.

Key Take-aways:

- 1) YARA should continue our focus on emergency communications with or without the support of the Emergency Measures Organization (EMO).
- 2) We should augment our capability for emergency data communications beyond the current voice wide area network.
- 3) We need to increase opportunities for member learning and sharing including workshops, brief presentations, and discussion sessions.
- 4) We should make no substantial changes to the format of our monthly meetings, but should reduce focus on reports and increase focus on aspects of the hobby that don't get much discussion today, including HF, microwave, satellite, digital modes, and others.
- 5) We should increase visibility and service to the community directly - by activities like providing email hotspot services where no connectivity exists during events like the Atlin music festival, or during emergencies such as highway closures
- 6) We should endeavor to engage the youth of the territory and promote interest in STEM.

Specific Actions:

- develop a clear presentation around values, capabilities for partners and agencies (maybe similar to presentation to Northern Comms Symposium)

- have more HF discussion, add HF as agenda item in meetings
- encourage people to champion different projects, activities, discussions
- develop a new info/welcome package for prospective and new members
- provide opportunities for members to have discussion on radio topics outside of monthly meetings
- expand APRS
- aside from Swifthorn, focus on O&M of repeater system, create opportunities for new members to be involved in maintenance activities and trips
- develop outreach opportunities: youth, Yukon University, other
- develop printed/electronic O&M and project status reports for meetings
- add an agenda item – “What cool things we’ve done this month”

General Approach for 2020-2025

The general thrust for YARA will focus on five areas: Personal Interest, Outreach, Champions and Projects, Work Parties, Finances, and Annual reviews for next year and next five years

- **Annual reviews:** Each incoming Executive informally reviews YARA’s projects and activities and these are loosely discussed over the years with members at monthly meetings. It has not been the practice to undertake an annual review to take stock financially, operationally, and for personal interest and outreach activities. YARA will undertake to set aside a short period of time after its AGM to conduct an annual review. This does not need to be onerous and can be an agenda item at a monthly business meeting.
- **Personal Interest:** Most members are attracted to YARA because of personal interests: social, learning, and commitment to helping the community. The organization will be more likely to retain members if it continues to provide a framework to support the personal interests of current and new members.
- **Outreach:** Over the years, YARA has remained strong because of its outreach activities with partners who provide funding and operational support, by providing support to community organizations, by offering courses and workshops for people who may not be licenced amateurs, and by promotional activities such as trade shows. Personal invitations and “show and tell” at members’ homes to the uninitiated have also been particularly helpful. These or similar initiatives will continue over the next five years.
- **Champions & Projects:** YARA’s history shows that it attracts and keeps individuals who “make things happen”. This theme was highlighted during the strategic planning workshop. In the coming years, YARA will continue to encourage individuals to pursue leadership in various operational activities and specific projects. At the same time, members must be careful to not place too many jobs and responsibilities on a small number, which could lead to burnout. For examples, see the “Champions” sections on this report.
- **Work Parties:** Since its inception there has no lack of support from individuals who participate in work parties for various technical, operational and community events. Not everyone participates with everything, but only those things that they have time for and are interested in. They are most like to participant in activities that are well organized by YARA champions. This is another one of YARA’s strengths and will continue in the next five years.

- **Finances:** The strategic planning workshop showed a trend of declining revenues, but also declining major expenditures.¹ The main sources of revenues come from key partners and grants for specific projects. It will be important for YARA to continue with its outreach activities with partners and keep YARA on their radar. The five-year proforma is not a forecast but helps keep in perspective where YARA is headed in the next five years. This should be updated every year for the next five-year period.

Plans for 2020-2021

To keep the plan simple, YARA champions will continue to take the lead operationally and for various outreach projects they are interested in, and create opportunities for other members and potential members to be involved in. Champions may provide “paperwork”, or not, depending upon the nature of the project, but every project will be on a meeting agenda at least once during the year.

The next section lists the active champions and the things they have been taking a lead on so far in 2020-21. It shows that some champions have taken the lead on several projects. Members may see where they can help spread the load or assist. It shows that YARA has many members dedicated to the ongoing success of the organization.

The subsequent section lists, both, the activities currently under way and the new suggestions that came from the strategic planning session. Along the champions taking the lead on these. Some of the suggested new activities do not yet have a volunteer taking the lead and may not be implemented. This section would be a good one to review at a monthly meeting.

The financial sections do not require accounting expertise but provide a perspective on YARA’s ability to undertake operational activities and take on new projects between April 1, 2020 and March 31, 2021.

¹ Expenses have declined for a few main reasons. Principally, it is due to concerns around decreased revenue. In addition, the maturity of the repeater network means YARA is not building new sites at the same rate as previous years. This will have a short-term impact on spending, but over the longer term the maintenance costs will begin to grow (much of the equipment in the field is now 20+ years old).

YARA Champions and YARA Projects in 2020-21

This table lists the current YARA champions and project they are leading.

	Champion		Project(s)
1	Allen Wooten	VY1KX	RAC magazine column, workshop leader, Winlink development and maintenance, technical presentations coordinator, HF CW net
2	Charlie Gale	VY1CC	President, JOTA, government liaison, technical innovation, Echolink, IRLP, Allstar, Yukon Solutions email list, YARA inventory list, YARA storage trailer, software development
3	David McWhinnie	VY1DM	DSTAR development and maintenance
4	David Musselwhite	VY1XY	APRS development and maintenance, YARA reflector email list
5	Erik Blake	VY1EWB	Foxhunt transmitter project
6	Geoff Grant	VY1BG	HF CW net
7	George Privett	VY1GP	Winlink development and maintenance, website, YARA database, YARA Google drive
8	Ian Macdonald	VY1RM	Membership development and membership records
9	James Cleary	VY1JC	Treasurer, membership dues
10	John Brooks	VY1JY	Past President, YSARS liaison
11	Laura Williamson	VY1LW	Financial oversight, audit
12	Pam Buckway	VY1PJB	Net control co-manager
13	Ray Fugard	VY1RF	Volunteer coordinator – races, net control co-manager, YARA Facebook, Wide area network monitor, on-the-air travel advisor
14	Scott Sheppard	VY1CO	Winlink development and maintenance
15	Scott Williamson	VY1SW	Vice President, repeater development and maintenance, YARA comms trailer, YARA storage trailer, gov't and other partners liaison
16	Terry Huff	VY1MAP	Secretary, development of map for VHF non-repeater coverage, YSARS liaison
17	Yuuri Daiku	VY1YU	Radio course, outdoor HF comms

YARA Projects and YARA Champions in 2020-21

This table lists the projects that are currently underway and others that were suggested in the planning workshop, which YARA champions who taking the lead, and what projects have no champions.

	Project/s	Champion	
1	Community involvement/Outreach: International races	Ray Fugard	VY1RF
2	Community involvement/Outreach: JOTA	Charlie Gale	VY1CC
3	Community involvement/Outreach: YSARS liaison	John Brooks Terry Hauff	VY1JY VY1MAP
4	Community involvement/Outreach: Christmas Chocolates for Partners		
5	Community involvement/Outreach: Salvation Army Christmas Fundraising		

6	Community involvement/Outreach: STEM: working with HAM radio in the schools		
7	Community involvement/Outreach: portable Wi-Fi access		
8	Community involvement/Outreach: maintaining community partners for funding support		
9	Emergency Communications: Emergency Preparedness Net	Pam Buckway Ray Fugard	VY1PJB VY1RF
10	Emergency Communications: Maintain operability/readiness – APRS, Comms trailer, YARA stations, DSTAR, Wide Area Network, Winlink	(as noted separately)	
11	HF: CW net	Allen Wootten Geoff Grant	VY1KX VY1BG
12	HF: Outdoor HF communications	Yuuri Daiku	VY1YU
13	HF: Development of station at City of Whitehorse Firehall		
14	HF: Remote station		
15	Meetings: new agenda topics - “What cool things we’ve done this month”, HF topics	Terry Hauff	VY1MAP
16	Meetings: Technical presentations coordination	Allen Wootten	VY1KX
17	Meetings: Develop printed/electronic O&M and project status reports for meetings (now available for project managers’ input on Members Page on YARA website)	George Privett	VY1GP
18	Membership Development: Membership records	Ian Macdonald	VY1IRM
19	Membership Development: Radio course - introductory Level	Yuuri Daiku	VY1YU
20	Membership Development: Create opportunities for new members to be involved in repeater maintenance activities and trips		
21	Membership Development: Encourage more women		
22	Membership Development: Encourage youth and young adults		
23	Membership Development: New info/welcome package for prospective and new members		
24	Membership Development: Yukon University		
25	Personal Growth/Interest/Fun: Discussions outside of regular meetings		
26	Personal Growth/Interest/Fun: Yukon Solutions email list	Charlie Gale	VY1CC
27	Personal Growth/Interest/Fun: Foxhunt transmitter project	Erik Blake	VY1EWB
28	Personal Growth Projects: HF Workshops, mentoring, training		
29	Personal Growth/Interest/Fun: Field day		
30	Publicity: Facebook	Ray Fugard	VY1RF

31	Publicity: RAC magazine column	Allen Wootten	VY1KX
	Publicity: YARA website	George Privett	VY1GP
32	Publicity: Develop a clear presentation around values, capabilities for partners and agencies (maybe similar to presentation to Northern Comms Symposium)		
33	Technical/Operational: APRS Development and Maintenance (expand locations)	David Musselwhite	VY1XY
34	Technical/Operational: Data communications development	Charlie Gale	VY1CC
35	Technical/Operational: DSTAR Development and Maintenance	David McWhinnie	VY1DM
36	Technical/Operational: Echolink, Allstar		
37	Technical/Operational: Financial oversight, audit	Laura Williamson	VY1LW
38	Technical/Operational: Repeater development and maintenance	Scott Williamson Charlie Gale	VY1SW
39	Technical/Operational: YARA comms trailer development/build project	Scott Williamson	VY1SW
40	Technical/Operational: YARA storage trailer	Scott Williamson Charlie Gale	VY1SW VY1CC
41	Technical/Operational: YARA inventory records	Charlie Gale	VY1CC
42	Technical/Operational: YARA reflector email list	David Musselwhite	VY1XY
43	Technical/Operational: Winlink development and maintenance	Allen Wootten George Privett Scott Sheppard	VY1KX VY1GP VY1CO
44	Technical/Operational: Funding applications		
45	Technical/Operational: Organize 2021-22 Strategic planning session and update strategic plan		
46	[needs to be revised] Director of Education: Organize courses, workshops, presentations at monthly meetings, other learning opportunities (Responsibilities split amongst members)		
47	[needs to be revised] Director of Emergency Response Readiness: Setup locations, technology, testing, exercises, training (Responsibilities split amongst members)		
48	[needs to be revised] Director of HF Activities: Communicate about / coordinate - news, events, contests, field days, experimental activities, remote station (Responsibilities split amongst members)		
49	[needs to be revised] Director Technical Advisor / Repeater Operation and Maintenance		

Financial Plan 2020-21

YARA Revenue	2020-21
ATCO Electric Yukon	6,000
City of Whitehorse	?
Environment Canada	1,500
Gov't of Canada - DFO	1,800
Standard Bus Contribution	0
YTG - EMO Branch	0
White Pass Yukon Contribution	1,000
Memberships	1,400
Community Networking	0
Cost Recovery	1,600
Donations	0
Total YARA Revenue	\$13,300
YARA Operating Expenses	
Advertising	?
Bank Charges	60
Community Networking	700
Donations	0
Equipment Maintenance	2,800
Equipment Purchases	0
Insurance	600
Membership for Club	145
Office Expense	425
Transportation	
Total YARA Operating Expenses	\$4,730
YARA Operating Net	\$8,570
Major Projects Fund Raising	
CDF	?
Chilly Ridge Project	?
Communications Trailer	?*
Total Major Projects Fund Raising	
Major Projects Expenses	
Chilly Ridge Project	?
Communications Trailer	?**
Total Major Projects Expenses	
Major Projects Net	?
Total Revenue & Project Funds	15,800
Total Operating Expenses	4,730
Total Project Expenses	?
Total Overall Expenses	4,730
Net	\$11,070

* Options for funding include a New Horizons application that would fund \$25k of the \$35k required. CDF could possibly cover the remaining costs.

** Assuming the \$35k can be raised to purchase the trailer, there may be \$2-3k of additional cash required for incidentals (basic hardware, tools, etc.).

Proforma 2021-26

YARA Revenue	2021-22	2022-23	2023-24	2024-25	2025-26
ATCO Electric Yukon	6,000	6,000	6,000	6,000	6,000
City of Whitehorse	?	?	?	?	?
Environment Canada	1,500	1,500	1,500	1,500	1,500
Gov't of Canada - DFO	1,800	1,800	1,800	1,800	1,800
Standard Bus Contribution	0	0	0	0	0
YG - EMO Branch	0	0	0	0	0
White Pass Yukon Contribution	1,000	1,000	1,000	1,000	1,000
Memberships	1,400	1,400	1,400	1,400	1,400
Community Networking	2,500	2,500	2,500	2,500	2,500
Cost Recovery	1,600	1,600	1,600	1,600	1,600
Donations Received	0	0	0	0	0
Total YARA Revenue	\$15,800	\$15,800	\$15,800	\$15,800	\$15,800
YARA Expenses					
Advertising	?	?	?	?	?
Bank Charges	60	60	60	60	60
Community Networking	700	700	700	700	700
Donations	0	0	0	0	0
Equipment Maintenance	2,800	2,940	3,087	3,241	3,403
Equipment Purchases	2,000	2,000	2,000	2,000	2,000
Insurance	850	850	850	850	850
Membership for Club	145	145	145	145	145
Office Expense	425	425	425	425	425
Transportation	2,500	2,500	2,500	2,500	2,500
Total YARA Expenses	\$9,480	\$9,620	\$9,767	\$9,921	\$10,083
YARA Net	\$6,320	\$6,180	\$6,033	\$5,879	\$5,717
Major Projects Fund Raising					
CDF	?	?	?	?	?
Chilly Ridge Project	?	?	?	?	?
Communications Trailer	?	?	?	?	?
Total Major Projects Fund Raising					
Major Projects Expenses					
Chilly Ridge Project	?	?	?	?	?
Communications Trailer	?	?	?	?	?
Total Major Projects Expenses					
Major Projects Net	?	?	?	?	?
Total Revenue & Project Funds	15,800	15,800	15,800	15,800	15,800
Total Operating Expenses	4,730	4,730	4,730	4,730	4,730
Total Project Expenses	?	?	?	?	?
Total Overall Expenses	4,730	4,730	4,730	4,730	4,730
Net	\$11,070	\$11,070	\$11,070	\$11,070	\$11,070

Appendix 1: A Brief YARA History

The Yukon Amateur Radio Association was incorporated as a society November 30, 1976 by Ron McFadyen, John Wreggitt, Ed Buxton, Ralph Spathelfer, and Frank Greensleeves. A copy of the constitution and bylaws are on the YARA website. Around then there was an active group of HF operators, but as Ron McFadyen advised in September 2020,

“The Club was formed for many reasons. We needed to be a registered society so we could have access to money from government etc. Money was needed primarily to fund repeaters which no one could afford. A long story included purchasing a 60-foot trailer which was in Faro, moved to the Grey mountain Gun Club and paid for by YTG for use as a club station and for HF activities. It had a high tower, antennas, and a generator. It was a ‘foolhardy project which sucked many dollars from club for little use’. The first YARA repeater was build on Grey Mountain. Anybody could do HF from home, but no one could afford a repeater”

As a formal organization, YARA attracted many members, some who became “YARA champions”. It also engaged several key YARA partners in government and the private sector. These two key aspects of the organization helped made YARA the success it is today.

After the 1970s Yukoners saw the start of a lot of change in the community, with government taking on more of the functions of volunteer organizations. One might find it hard to believe that the Social Services Division, one of the largest sections in the Government was once a society in the 1960s and the executive director became the Deputy Minister of a Department of Social Services in the 1970s. Other departments were created and took on some of the work of other volunteer organizations. Continuing changes in the community and in government led to an enthusiastic and well-attended YARA strategic planning session in 2010 which formalized existing goals and refocussed on new ones. The 2010 report is on the YARA website.

Appendix 2: Significant Milestones

199? Building the first repeater on Grey Mountain

199? International road races, YARA involvement

2001 Following “9/11”, the need for emergency amateur radio communications support became clear. A second YARA fully equipped radio room away from the airport was built in the City of Whitehorse Fire Hall, a shared emergency radio communications trailer was outfitted with new equipment for HF, DSTAR and Winlink, a detailed member contact directory was prepared and a daily Emergency Preparedness Net was established.

200? Relocation of Whitehorse repeater from Grey Mountain to Haeckel Hill.

2004 Yukon forest fires in southern Yukon – YARA set up a portable emergency comms center and passed messages between inter-agency groups for several days

2007 Canada Winter Games – radio comms support, local repeater at Canada Games Centre, Jeff Stanhope and crew, member involvement, closure of YARA club station on Grey Mountain.

2010 Strategic Planning Session: The outcomes from the 2010 planning session resulted in continued support for building and maintaining the wide area network, continuing community involvement in such activities of the international races, an expanded website, an operating manual, weekend “crash courses” which help increase membership, establishment of a Google Drive to provide a consolidated repository for YARA financial and technical information as well as a photo archives, and renewed interest in emergency communications support. More details of this planning session are available on the YARA website and the YARA Google Drive.

2010 YARA responded to a major communications outage (complete shutdown of all NorthwTel communications systems).

2019 Operation Nanook – ARES, ICS, YARA EmComms manual, innovative use of APRS, new PPT, member involvement in Emcomms, EmComms web page,

2020 Arctic Winter Games - one year in the planning and preparation, volunteers, but cancelled because of Covid-19

2020 Covid-19 – YARA cancelled meetings, A&W breakfasts and other events, Internet tools were used for meetings, daily on-air meet up on the wide area network

Appendix 3: YARA Champions

YARA has a long list of champions who “took the bull by the horns” and “made things happen”. Some members like Ron McFadyen and Jeff Stanhope almost made it a lifetime career. Others dug deeply for a while and moved on due to job requirements, family responsibilities, or from “burnout”. Others quietly provided support without fanfare wherever needed over a long period of time.

Early Champions

- Ron McFadyen – founding member, president, lifetime member, first repeater, repeater system, DSTAR, community/government liaison, “I got an idea” that spawned many other projects that other took the lead on.
- Jeff Stanhope – repeater system development and technical support for all of our repeaters, emergency communications
- Bob Melanson – president, examiner, mentor, Christmas chocolates, City Fire Hall radio station
- Debbie Throssell – treasurer, bookkeeper
- Don Inverarity – road relay communications coordinator 25+years, road relay on-line database
- Geoff Grant – repeater work, technical support, workshops, emergency communications
- Hugh Henderson – first repeater, first remote base, repeater work
- Jay Allen – instructor, examiner, mentor
- Richard Whittaker – first repeater, technical support
- Terry Maher – president, emergency communications, daily emergency preparedness net, emergency call-out directory and contact list, comms trailer, radio room upgrade, “Northwestel outage”, development of Winlink and other digital modes
- Tom Law – repeater work
- Murray Adams - DSTAR

Recent Champions

- Allen Wooten – workshops, CW instructor, Winlink, YARA promotion with RAC, secretary
- Charlie Gale – president, technical innovation, EchoLink, IRLP, Allstar,
- David McWhinnie – DSTAR, nominating committee
- David Musselwhite - APRS
- George Privett – webmaster, on-line membership database, first brochure/handout, YARA operations manual, YARA emergency communications manual, Winlink, organizer for weekend crash courses, secretary
- Ian Macdonald – membership development
- James Cleary – treasurer, nominating committee
- John Brook– past president, Nanook co-ordination for YARA, government liaison
- Laura Williamson – treasurer, accountant, and financial analysis
- Malcom Farrell – roving repeater tester
- Moe Goguen – Google Drive for YARA records
- Pam Buckway – co-manager of evening emergency preparedness net, YARA brochure
- Ray Fugard – Volunteer coordinator for road races and other events, daily emergency preparedness net, VHF traveller’s guide/encyclopedia
- Scott Sheppard – Winlink, SOTA - Yukon “summits”
- Scott Williamson – repeater development and maintenance, gov’t and other partners liaison, promotion
- Terry Huff – secretary, research on VHF non-repeater coverage in Whitehorse area, repeater coverage map for website
- Yuuri Daiku– outdoor portable HF communications, instructor, northern emergency comms forum

Appendix 4: Community Partners

<http://yara.ca/partners/partners.htm>

Community partners involved organizations and individuals that YARA has and is working with – some contributing to YARA’s projects, partnering to building repeater sites, others benefiting from YARA’s support.

- ATCO (Yukon Electrical)
- City of Whitehorse
- EMO
- Northwestel
- Yukon Energy
- Yukon Lotteries
- Yukon Wildland Fire Management
- DFO
- Atco Electric Yukon
- Environment Canada
- Eagle Crest Ski Hill
- Mount Sima Ski
- Lutak Lumber
- Parks Canada
- Discovery Helicopters
- RCMP
- KCIBR

Appendix 5: YARA Notable Accomplishments and Successes

- Wide Area Network
- Support for Community Activities
- Courses and workshops

Appendix 6: Photos

Jamboree on the Air (JOTA) Oct 19, 2019 -

http://yara.ca/photo_albums/2019%20JOTA/JOTA/index.html

Operation Nanook 2019 -

http://yara.ca/photo_albums/2019_Nanook/OperationNanook/index.html

Jubilee repeater maintenance June 2018 -

http://yara.ca/photo_albums/YARAJubileeRepeaterMaintenance/index.html

Battery replacement on Mt Decoli Repeater Site August 3, 2018 -

http://yara.ca/photo_albums/2018-08-03_Decoli_Repeater/index.html

YARA photo gallery - http://yara.ca/photo_gallery/photo_gallery.htm

Appendix 7: References

2007 Canada Winter Games

https://en.wikipedia.org/wiki/2007_Canada_Winter_Games

<https://web.archive.org/web/20070328231000/http://www.yukoninfo.com/canadawintergames.htm#12>

<http://www.yukonvisitor.com/canadawintergames/canadawintergames>

2019 Operation Nanook

http://yara.ca/photo_albums/2019_Nanook/OperationNanook/index.html

<https://www.canada.ca/en/departement-national-defence/services/operations/military-operations/current-operations/operation-nanook.html>

YARA Emergency Radio Communications Plan

<http://yara.ca/EmComms/EmComms.htm>

<http://yara.ca/EmComms/DRAFT%202019%20YARA%20Emergency%20Communications%20Plan+.pdf>

YARA Partners

<http://yara.ca/partners/partners.htm>