

UKRAINIAN SELF-RELIANCE LEAGUE PLANNING SESSION

This document provides an overview of the outputs from the Planning Session held in Regina from December 11-13, 2015.

*Session Notes and
Action Plans –
December 2015*



Purposes of the Session:

The Ukrainian Self-Reliance League of Canada conducted a planning session in December, 2015 to build on the work that had been undertaken at previous planning sessions of the organization. Goals for the session were identified as follows:

- to achieve clarity around direction and purpose in realizing the 5 strategic priorities that had been identified
- to focus on the positive
- to focus on what is possible
- to look at the future needs of the organization as a whole and not the needs of the component organizations
- to rise above storming and be better able to perform
- to create an organization that people want to be part of

Proposed Mission Statement:

The Mission Statement defines the organization's purpose and primary objective. The Mission informs the key measures of the organization's long-term objectives and the ends it works towards.

The Mission of the CYC/USRL is to foster leadership, cultural and faith development for the Canadian Ukrainian Orthodox Community in collaboration with the Ukrainian Orthodox Church of Canada.

Elements of our Future Vision: Vision 2020

Our vision reflects the preferred future state for our organization. The vision inspires people to work collectively towards achieving that future and creating positive outcomes that members and others can support.

Where we want to be in by the end of the year 2020 includes the following key elements:

- a greater understanding of faith literacy
- engagement of the entire family
- greater engagement of the Ukrainian Orthodox community
- greater awareness of the Ukrainian Orthodox community in the broader Canadian community
- better communication – internal and external
- new/revised organizational structure that meets ongoing needs
- clergy and lay organizations working together in “synch”
- a clear understanding of needs of, and reliance on, the Ukrainian Orthodox community
- an understanding of our organizational capacity and how best to utilize it
- adequate human and financial resources
- greater engagement of youth and young adults
- a professionalized organization that presents itself well to the internal and external community

Our Values

- faith
- culture
- inclusivity
- integrity
- respect
- fellowship

Our Strategic Priorities

Five interrelated, mutually supportive strategic priorities are at the heart of the strategic plan for the CYC/USRL.

An exercise was used to determine the relative importance of these five strategic priorities and a weighted average was calculated to establish an order of importance.

Strategic Priority	Weighted Average
1. Youth Engagement	6.5/7
2. Communication	6.3/7
3. Outreach	5.6/7
4. Resources	5.3/7
5. Restructuring	4.9/7

Strategic Priority: Youth Engagement

Definition: Youth engagement means that children (7-12), teens (13-17) and youth (18-30) are engaged, feel a sense of belonging and connectedness and are active participants.

End Purpose: To maximize youth retention through the following:

- including non-CYMK members
- retaining cultural components
- conducting an analytical assessment of needs
- initiating youth outreach initiatives
- increasing organizational outreach

Moving From (current state)

- Only 5 locals across Canada
- Minimal effort from CYC Organizations and clergy to initiate youth programs
- Summer camps – including several new immigrants
- Nothing for 18-30 year olds
- Newly elected CYMK executive
- Mexico project, Eparchial retreats

Moving To (future state)

- Rejuvenated CYMK locals across Canada
- Attracting young adults
- Retention of youth who move to post-secondary schools
- Include new immigrant youth
- Plans for expansion of summer camps
- Attracting young adults
- Development of youth leaders

Strategic Priority: Youth Engagement

Strategic Actions (what will we do?)	Tasks (how will we do this?)	Responsibility (who will lead) (who will be on the team?)	Resources Required (budget and other)	Timeline for completion (key dates and milestones)	6 month target/goals	Who do we need to enroll? (who will support this?)	First Steps (what needs to happen and when?)
Establish a Youth Task Force with the UOCC to vet and create youth programs	1. Ensure Task Force is set up and identify: Terms of engagement, Potential initiatives, Potential members	Yars Lozowchuk, Gerry Luciuk Dennis Kuchta	Committee members to be defined; potentially: clergy [3] CYMK reps [3] Yars Lozowchuk UWAC rep CYMK advisor	Task force in place Jan. 31, 2016	Report to NEC and Consistory Board		Teleconference with Joint Standing Committee of the UOCC/USRL
Ensure Summer Camps are retained and run	1. Set up committee to gather information about the current state of each camp	CYC NEC	committee members	Committee in place March 31, 2016	Provide preliminary report to CYC NEC	Camp organizers SUS Foundation representative	Identify committee members
Implement Youth Leadership framework for parishes	1. Update CYMK Advisor manual 2. Update CYMK handbook	Alberta CYMK	Alberta CYMK	Updates completed March 31, 2016	Manuals available for distribution	National CYMK representative National TYC representative National UWAC representative	Already in progress
Run Family Camps							
Organize National CYMK Retreat 2016							
Develop programs for 18-30 year olds							

Strategic Priority: Communication

Definition: Communication means the effective exchange of information with all members of the CYC/USRL community and with other stakeholders and interested organizations and individuals.

End purpose: To establish and maintain effective communication with all members of USRL community and other stakeholders and interested organizations and individuals.

Moving From (current state)	Moving To (future state)
Separate USRL websites <ul style="list-style-type: none"> • CYMK • UWAC • USRA 	Improved website(s) or a single website <ul style="list-style-type: none"> • Links to other websites • Consider one consolidated website • Links to affiliates
Limited face-to-face communication <ul style="list-style-type: none"> • AGMs and conferences 	Increased personal contact and face-to-face communication <ul style="list-style-type: none"> • Focus on networking • Meetings at the local level – inclusive
Email communication <ul style="list-style-type: none"> • Silo distribution • No comprehensive list of emails or database at USRL level 	Coordinated and consistent email communication <ul style="list-style-type: none"> • Comprehensive list of email addresses and consent • Coordinated email distribution via email
Various Publications <ul style="list-style-type: none"> • Promin • Ukrainian Voice • Visnyk • Museum Newsletter • Newsletter/Memos of component organizations 	Targeted plan for the utilization of publications <ul style="list-style-type: none"> • Increased use of electronic transfer • Consider terminating or revisiting Ukrainian Voice • Continue with timely/relevant information from component organizations
Social Media <ul style="list-style-type: none"> • Facebook • Twitter 	Expanded use of social media <ul style="list-style-type: none"> • Coordinated plan for use of social media
Branding <ul style="list-style-type: none"> • Logos/symbols 	Refreshed branding <ul style="list-style-type: none"> • Revised look of website • Consistent branding for all component organizations • Guidelines developed

Strategic Priority: Communication

Strategic Actions (what will we do?)	Tasks (how will we do this?)	Responsibility (who will lead) (who will be on the team?)	Resources Required (budget and other)	Timeline for completion (key dates and milestones)	6 month target/goals	Who do we need to enroll? (who will support this?)	First Steps (what needs to happen and when?)
Redesign and repurpose the USRL website	1. Develop/design the requirements of a single website with a webmaster	One contact from Darcia with the power to add	Estimated at \$3,000 plus annual maintenance	6 months	Website completed in 6 months	Representatives from each organization (not our current people) Contact UWAC, TYC, CYMK, USRL	Darcia to coordinate a committee by January 18, 2016 Darcia and committee to identify requirements
	2. Hire a webmaster to develop and determine hosting		Require people to maintain content Approval required by USRL	6 months	People identified in 6 months		
Increase networking and personal interaction, building relationships	1. Workshops, visits, formal and informal tapping into resources	Personal commitment from national component organizations	Component organizations	Ongoing	3 external locations	All branches, all parishes	Contact by December 31, 2015
Connect by email with every USRL member with an email address	1. List of email addresses by component organization: name, address, column for permission to send email to them	Representatives of National, Provincial and branches to send info to Secretary of NEC		April 1, 2016	First communication June 30, 2016	All component organizations to supply contact lists	National Presidents will inform provincial and branch Presidents by December 17, 2015
	2. Compile a master list of email contact information – sent to NEC Secretary	Acquire an email program (Constant Contact) Secretary of NEC to maintain	Purchase of program and monthly fee – estimated at \$30/month	April 30, 2016			

Strategic Priority: Outreach

Definition: Outreach means that we reach out to a broad spectrum of Ukrainians in Canada to determine their level of interest and encourage them to become active members of the Ukrainian Orthodox family in the communities and members of CYC/USRL.

End purpose: To increase the inclusive membership at all levels.

Moving From (current state)

- Declining membership
- Serving ourselves
- Inwardly focused (community)
- Focus on fund-raising
- Insular
- Minimal interaction with clergy
- Community needs ignored

Moving To (future state)

- Focus on community outreach (e.g. innovative bazaars)
 - Personal level interaction
 - More open to the public – proactive interactions with the outside community
 - Move from funding to fellowship – new activities and initiatives
 - Innovative youth engagement
 - Chaplaincy with aligned goals
 - New immigrant needs addressed (e.g. day camps)
 - Ukraine sensitivity
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Strategic Priority: Outreach

Strategic Actions (what will we do?)	Tasks (how will we do this?)	Responsibility (who will lead) (who will be on the team?)	Resources Required (budget and other)	Timeline for completion (key dates and milestones)	6 month target/goals	Who do we need to enroll? (who will support this?)	First Steps (what needs to happen and when?)
Sharing of successes from across the country (bank of ideas)	1. Gather ideas and circulate via the websites – short description	Program Coordinator	Website Electronic newsletter	Ongoing	Information posted on website	Communication work group – every person to send in an idea or two	Information sent to groups and affiliates
Producing an electronic newsletter	1. Collect information, edit and compile	Identify someone by February 29, 2016		June, 2016	First edition compiled and distributed	National Executive Committee	Identify someone to produce electronic newsletter
Fostering a movement towards fellowship	1. Compile and share ideas from the Idea Bank 2. Fellowship Challenge with others	NEC or “National Challenge Coordinator”	Electronic newsletter	March, 2016		All branches	Issue or proclaim the challenge
Enhanced proactive Chaplaincy with aligned goals	1. Revisit Chaplaincy to help engage and grow the community	NEC and JSC		June 2016		Joint Standing Committee	Already started
Moving from fundraising to fellowship	1. Initiate activities that engage a broader community	Branch level	Project dependent Promin, UWAC Journal, Mohyla Newsletter			Branch level	Get information to branches

Strategic Priority: Resources

Definition: Resources refers to all of our capacities including physical, economic and social assets.

End purpose: To leverage our human capacity by identifying and effectively utilizing the accumulated knowledge, skills and experience of our members for the benefit of the organization and the individuals.

To provide effective stewardship of our financial resources.

Moving From (current state)	Moving To (future state)
<ul style="list-style-type: none"> Isolated databases for each organization 	<ul style="list-style-type: none"> Combined, coordinated database containing human assets (skills, inventories, interests) – Asset-based Skill Inventory
<ul style="list-style-type: none"> Lack of awareness of skill sets, experience and knowledge of individuals in our community 	<ul style="list-style-type: none"> Engagement of the knowledge, skills and experience of the people within our Ukrainian Orthodox Community to better support the mission of our organizations
<ul style="list-style-type: none"> Limited capacity building within our community 	<ul style="list-style-type: none"> At Convention, hold workshops on topics such as capacity building, leadership, strategic planning, etc.
<ul style="list-style-type: none"> Financial stewardship- we have financial resources but these are not utilized effectively: e.g. Publishing Project 2000, SUS Foundation of Canada 	<ul style="list-style-type: none"> Funds directed towards renewal
	<ul style="list-style-type: none"> History and terms of use for funds is aligned with organizational needs
	<ul style="list-style-type: none"> Increased donations to better support general use or operations through charitable donations

Strategic Priority: Resources

Strategic Actions (what will we do?)	Tasks (how will we do this?)	Responsibility (who will lead) (who will be on the team?)	Resources Required (budget and other)	Timeline for completion (key dates and milestones)	6 month target/goals	Who do we need to enroll? (who will support this?)	First Steps (what needs to happen and when?)
Compile Skills inventory	<ol style="list-style-type: none"> 1. CYC Family – all National/Regional/local branches to complete at Executive level and extent to full membership at local level 2. Create survey (digital and hard copy by Feb. 1, 2016) 3. Dennis to compile 4. Develop secure website login to compile/share info 	CYC Family – all National/Regional/local branches to complete at Executive level and extent to full membership at local level	Minimum \$1500 for software – check TechSoup Canada for subsidized software Recruit Michael Yereniuk for brainstorming	Survey completed by February 1, 2016 3 month window to gather info – reminders: March 1 and April 1 Compile data by April 30, 2016	Have share plan for Fall Convention June 30, 2016	NEC Local branches May need to make one to one contact with some members Provincial level sort of data	Survey by Feb. 1, 2016 ready to be sent out
Develop capacity building of the organization	<ol style="list-style-type: none"> 1. Hold workshops at Convention – Fall, 2016 – leadership, capacity building, strategic planning, other needs 	NEC to appoint a team to lead	Resource people Budget developed	Provincial Conventions in 2016	Develop plan by June 30, 2016	Vivian Skakun and involve HR person to help coordinate: i.e. Leann Pillipow (surname), Diana Kuchta, Suzanna Brytan	Approval in principle by NEC
Celebrate our talents	<ol style="list-style-type: none"> 1. Highlight people within our organization for their skills, interests, knowledge 	Each component organization to share in their publications					

Financial – build database of possible sources and existing funding	<ol style="list-style-type: none"> 1. Compile a list of current sources of funding (internal) 2. Compile a list of potential external sources of funding 	<p>SUS Foundation, Emil, National TYC</p> <p>Note: Charitable numbers are held by: SUS Foundation, Publishing Fund, Youth 20,000 Fund</p>		<p>Lists completed by May 31, 2016</p>	<p>Information compiled and ready to share by June 30, 2016</p>	<p>Local museum contacts may know local contacts for funding sources/ external and provincial levels</p>
Financial – investigate the necessary changes in CRA requirements to use funds and charitable number for operating purposes	<ol style="list-style-type: none"> 1. Review current bylaws 2. Look at existing financial reserves and re-deploy to areas of need e.g. Publishing Fund, History Fund 	<p>NEC or individual delegated to research options</p> <p>NEC to inventory their financial resources, identify annual funding available</p>	<p>Contact at CRA</p> <p>Local provincial registries</p>	<p>Have preliminary info to share with NEC on possibilities by February 1, 2016</p>	<p>Start to make necessary changes and application by June 30, 2016</p> <p>SUS Foundation of Canada Project 20,000</p>	
Move to a professional staff (Executive Director or other)	<ol style="list-style-type: none"> 1. Need to develop a budget and job description 					

Strategic Priority: Restructuring

Definition: restructuring means to change the organizational structure of the component organizations within CYC/USRL and define how we will run the operation including day-to-day activities. (e.g. central office, Board members in different locations, hiring an Executive Director, etc.)

End purpose: To revise our current structure to better facilitate serving and unifying our community and providing effective governance for the organization and evolving this restructuring in a strategic and informed manner.

Moving From (current state)	Moving To (future state)
<ul style="list-style-type: none"> Gender specific structure 	<ul style="list-style-type: none"> Unified structure
<ul style="list-style-type: none"> People expected to wear multiple hats and have multiple responsibilities 	<ul style="list-style-type: none"> More people involved – optimizing people’s resources and capabilities
<ul style="list-style-type: none"> Many organizations – causing fragmentation 	<ul style="list-style-type: none"> Streamlined organizational structure – one unified organization
<ul style="list-style-type: none"> Hierarchical structure - numerous levels and competing interests 	<ul style="list-style-type: none"> Flatter structure – more flexible and organic
<ul style="list-style-type: none"> Weak, ineffective communication across the organization 	<ul style="list-style-type: none"> Effective ongoing, two-way communication
<ul style="list-style-type: none"> Volunteer-driven organization 	<ul style="list-style-type: none"> Hired professional support
<ul style="list-style-type: none"> Limited understanding of collective needs 	<ul style="list-style-type: none"> Needs shared and understood
<ul style="list-style-type: none"> Conferences focused on business and presenting resolutions 	<ul style="list-style-type: none"> Conferences or gatherings that help to build community
	<ul style="list-style-type: none"> Facilitating growth for the USRL community

Strategic Priority: Restructuring

Strategic Actions (what will we do?)	Tasks (how will we do this?)	Responsibility (who will lead) (who will be on the team?)	Resources Required (budget and other)	Timeline for completion (key dates and milestones)	6 month target/goals	Who do we need to enroll? (who will support this?)	First Steps (what needs to happen and when?)
Develop a new structure and governance model for USRL	<ol style="list-style-type: none"> 1. Develop a task force or ad hoc working group 2. Research other structures and models 3. Identify a process for input and sharing 	<p>NEC to initiate and identify Chair</p> <p>Task force or working group to lead:</p> <p>Mark, Gerry, Vivian, Dennis, Steve, Emil, Tony (exofficio)</p>	Budget to engage some professional assistance	TBD	TBD	An expert in organizational restructuring	

Move to a more skill-based Board of Directors

Planning Session Participants

Name	Email	Phone
Tony Harras	harras@sasktel.net	306.586.6805
Gerry Luciuk	gerald.luciuk@sasktel.net	306.779.1394
Steve Senyk	ssenyk@sasktel.net	306.584.1846
Vivian Skakun	bluemalva@shaw.ca	780.434.0543
Sonia Bremner	s.bremner@sasktel.net	306.584.2231
Fr. Michael Maranchuk	Fr.mmaranchuk@gmail.com	306.520.3239
Darcia Moskaluk Rutkay	odarka@look.ca	416.785.1746
Daria Olynyk	daria.olynyk@rogers.com	416.235.0004
Mark Olynyk	mark.olynyk@rogers.com	416.235.0004
Lesia Perritt	lesiadp@shaw.ca	780.465.5440
Steve Pillipow	sapillipow@accesscomm.ca	306.586.9345
Dennis Kuchta	denniskuchta@shaw.ca	780.469.8626
Suzanna Brytan	suzannab@stjohnsinstitute.com	780.964.2320
Emil Yereniuk	emil@yereniuk.com	780.457.1451
Cathy Luciuk	cathy.luciuk@sasktel.net	306.779.1394
Yars Lozowchuk	lozowchuk@brama.ca	306.501.9200

