



*Союз Українців Самостійників у Канаді
Ukrainian Self-Reliance League of Canada*

CYC/USRL Planning Workshop Outcomes

***(North Battleford, Saskatchewan
2012, May 25 & 26)***

and

**Strategic Plan, 2012 - 2015,
*(The suggested 'Path Forward')***

A report prepared for the CYC/USRL National Executive and the family of CYC/USRL organizations and members

2012, December 20

Preface

Over the last several decades the Ukrainian Self-Reliance League (USRL/CYC) and its component organizations have been trying to address the crisis within the Ukrainian Canadian Orthodox community, namely dramatically declining memberships. The declining memberships have been occurring in its component lay organizations and within the Ukrainian Orthodox Church of Canada (UOCC). In the first part of this report is documented the results of a workshop held on May 25 & 26, 2012 in North Battleford, which drew on the recent experiences of the community leadership, plus provides an overview of the current opportunities and challenges in the community. The second part of the report outlines strategic directions for the USRL/CYC, for the next three years, that might potentially arrest the declining memberships.

A further purpose of this report is to make the findings of the workshop available to the delegates to the USRL/CYC 2013 Convention to be held in Saskatoon and to the overall membership for its information and use. Consequently, it is hoped that the report will act as a catalyst for getting the community to undertake action that is both strategic, doable and effective in addressing the critical challenges facing it.

Forward

During the last several decades the Ukrainian Self-Reliance League (USRL/CYC) and its component member organizations have been trying to reverse their declining membership and thereby enhance the future prospects of their organizations. Over the years, a number of reports have been prepared that in varying degrees address the question of the 'future' of the Ukrainian Canadian Orthodox community. The most recent previous report was based on the findings of a workshop held in 2004, February. The results to date have been mixed. Although difficult to quantify, probably the main reason for these results has been the limited success in following through on the recommendations that have been identified.

Since the actions taken to date have not materially reserved the declining memberships, it was once again decided to hold yet another workshop, the findings of which are the subject of this report. The latest workshop was held on 2012, May 25 & 26 in North Battleford. The participants were members from the USRL/CYC family of organizations and the facilitator was Wayne Hellquist who also facilitated the 2004 workshop.

The USRL/CYC family of organizations is indebted to all those who participated in the 2012 workshop including the facilitator Wayne Hellquist, but the USRL is also indebted to everyone who was involved in the earlier efforts which in turn helped create the informational and attitudinal basis for the 2004 workshop.

It is hoped that the vision and suggestions of the 2012 workshop will help reinvigorate, strengthen and grow the USRL, the UOCC and our community as a whole.

Tony Harras
President, USRL of Canada

Acknowledgements

The USRL/CYC National Executive acknowledges and thanks everyone who helped make the 2012 workshop, informationally at least, a success. This includes all the participants from the CYC/USRL component organizations, the members from North Battleford who helped with the logistics as well as participating in the workshop deliberations, the SUS Foundation for the providing a grant to help defray costs, a number of key resource persons, the members of the USRL/CYC National Executive and the facilitator Wayne Hellquist.

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CYC/USRL PLANNING SESSION OUTCOMES
May 25-26, 2012
North Battleford, Saskatchewan

Expectations

- Actionable items/timelines to help arrest many of the negative trends
- Define Ukrainian identity – what does it mean?
- Contextualization – time and place
- Gain a better understanding of the relationship between church and the lay organization and within the lay organizations
- Start working with youth at an early age
- Focus on more than members and money (the M & M approach)
- Define how to build capacity – use our gifts and assets to build community
- Agree on a set of priorities
- JSC doables
- Define/assert our voice in UCC
- Identify some ideas for the 2013 Convention
- Develop a plan for encouraging continuing learning
- Grow community through a cultural shift in our Ukrainian Orthodox community
- Engage our youth
- Establish responsibilities and accountabilities
- Define our identity – who are we?

Burning Issues

Group one

- Participation, communication, relationships – leading to a decline/loss in members
- Initial interest/passion/dedication does not develop – lack of continuity
- How do we become more inclusive – changing our attitudes?
- USRL/UOCC – what are we buying into, objectives
- Our ‘Ukrainianism’ has shifted – from a community to interest groups, from a ‘culture’ (way of life) to a hobby (i.e.: Ukrainian dance)

Group Two

- Clear communication of values
- How to instill humility (let's do the best with who we are and what we have to work with?)
- Define ourselves in today's terms (ensure our goals/activities reflect membership in 2012)
- Engaging our members

Group Three

- Identify what our priorities are for our Ukrainian Orthodox Community in Canada
- How do we stem the current negative slide down?
- Maintaining relevance to our target membership
- Who are we as USRL?
- What is needed to make a major shift in the organization/community?
- If our organizations cease to exist, who would care?

Who are we? – Answering the burning question

1. Orthodox faith and Ukrainian culture intertwined
2. Fellowship
3. Education of our culture and heritage
4. Part of mainstream Canadian society with linkage to Ukrainian history and culture

Group One

Who we are:

- Ukrainian culture and orthodox faith combined

We provide:

- Fellowship, education/programming
- Finances
- Roots – carrying forward Ukrainian heritage

Group Two

Who we are:

- Orthodox Christian
- Culturally Ukrainian
- We are a family

We provide:

- Faith life/experience
- Freedom
- A community of faith and fellowship

Group Three

Who we are:

- Members of Ukrainian Orthodox community
- Ukrainian Canadians – part of mainstream Canada with links to Ukrainian culture and heritage
- World leaders

We provide:

- Education to enhance Ukrainian identity and culture
- Religious faith-based symposiums
- Link between UOCC and USRL
- Basis to sustain our community (as separate organizations)
- Opportunity to anyone to be a part of our culture, faith and history
- Provide a vehicle for recent immigrants to join our “community”

Mission Statement

What do we do?

- Actively protect and promote our unique Ukrainian Kyivan Orthodox identity and way of life.
- Building community and nurturing belonging
- Faith and tradition interwoven – create a unique set of values, morals, entire core of beliefs

For whom?

- For anyone who has an interest or appreciation for Orthodox faith and Ukrainian culture
- Creating a community of faith and fellowship

How do we do this?

- Through activities which build community
 - Seminars
 - Conventions
 - Meetings
 - Education
 - Leadership
 - Recognition
 - Fellowship
 - Communication (inter-organization)
 - Enthusiasm
 - Projects
- Ensuring our future through commitment to youth
- Focusing on successful models that worked in the past (i.e.: SELO, Zustrich)
- Maximizing our existing resources and financial infrastructure

Our Values

1. Faith

- Christian
- Preservation of Orthodox Faith
- Faith (way of life) "thou shalt"
- Appreciation of Orthodox Christian faith
- Trusting God

2. Culture

- Cultural traditions
- Ukrainian cause
- Our Ukrainian heritage
- Appreciation of Ukrainian culture

3. Inclusivity

- inclusiveness (4)
- accessibility
- open-minded and accepting
- open policy

4. Integrity

- honesty
- integrity (3)
- trust (3)
- credibility

5. Respect

- Respect (3)
- Patience, forgiving
- Tolerance
- Sincerity (not two-faced)
- Compassion

6. Fellowship

- friendship
- love (2)
- family-based
- fellowship and fun
- fund
- fellowship

Note: the numbers in brackets () refer to the number of people who identified this as a descriptor of the value.

Our collective Vision – our desired future state

Key elements:

- Preservation of our faith and culture
- Engaged people
- Growth and greater numbers
- A common shared vision
- Positive future
- Excitement over possibilities
- New fresh ideas
- New directions
- Fun and fellowship

2022 News Flash

- USRL at the forefront of green projects
- membership soars – 10,000 plus
- USRL is a social media monster (flourishing web sites and publications)
- Re-organization, unification results in success
- Corps of Ukrainian Orthodox ambassadors with global connections and community
- Patriarch visits (from Ukraine)

- USRL implements laity training
- USRL produces award-winning film – heads to international festivals
- New 1 page constitution will be available
- All resolutions have been acted on
- Name change celebrated
- Looking forward to all-ages monthly Bash

Planning the 2022 Convention

- Sharing best practices and strategies
- Have established “awards” and incentives that recognize highly active local organizations (i.e. TYC, UWAC)
- Shift between emphasis on “business” vs. faith/culture/fellowship
- Reports on successful efforts utilizing summer camp facilities for youth and family programming
- Convention held in a location with “appeal”
- Programming appeal (i.e.: SELO – cultural/faith immersion concept)
- Keynote speaker from Ukraine to provide linkage, but also perspective on the convention theme
- “Ukrainianism in the Electronic Age” – theme for the conference
- inclusivity (family-style attendance) – mass participation
- more priests will attend with their families
- facility not fancy (fancy costs too much)
- utilizing existing infrastructures and resources
- fundraising element (i.e.: golf/baseball tournament)

In the last 10 years:

- Project 2000 supported by USRL for youth to be revitalized and immersed in our “core values” which will regenerate the want and need to be part of USRL
- E-communication

SWOT Analysis

Strengths

- Relationship with UOCC
- Share common values
- Well-educated membership with diverse skills/talents/expertise
- Strong leadership skills and opportunities for development
- Financial resources
- Enthusiastic youth and eagerness
- Awareness and desire to do more
- Competent, enlightened mentors
- Sense of community, strong family ties

- Pride and ownership and heritage apparent in all areas: church, museum, community organizations
- Service oriented – ability to participate in the larger community
- Infrastructure (camps, halls, institutes, etc.)

Weaknesses

- Relationship with UOCC
- Age group (low participation by young to middle-aged adults)
- Difficulty with inclusivity
- Language barriers (ambiguity)
- Implementation of change (comfort zones)
- Lack of capacity to deal with challenges from the environment
- Struggles with mentorship (miscommunication/assumptions)
- Volunteer burnout
- Regional differences

Opportunities

Internal

- Relationship with UOCC
- Core of enthusiastic members
- Greater involvement
- Financial support
- Organizational structures we can use as vehicles
- Infrastructures in place (camps, institutes, museums)
- No shortage of ideas

External

- New immigrants = new blood
- Increased variety of multimedia communication
- “freer trade” with our “motherland”
- increased international leverage
- an opportunity to celebrate our roots through language, dance, song, etc.

Threats

- age and demographics
- relationship with UOCC
- decline of conciliarity – limited capacity and resources
- secularizations and globalization
- lack of pastoral leadership (numbers and efficacy)
- rural decline
- competition from other organizations (Ukrainian and other)
- impact of single Canadian Orthodox Church
- divergent views of identity – church politics (i.e.: Ec. Patriarch, role of language and lack of appreciation of diverse communities)
- diminished role and support for multiculturalism by government (funding and policy)
- family structures and demands
- decline of participation and voluntarism
- competition for time

So what are we going to do? What will make us successful?

- developing a more positive relationship with the UOCC (11 votes);
- preparation for the 2013 Convention – shift in programming to focus on faith-based cultural activities for all ages (interaction between UOY, USRA, UWAC, etc.); selo-type activities, more efficient business sessions – alternatives to traditional structure (8 votes);
- identifying and implementing a number of projects to include others – i.e. zabayas, camps, retreats, workshops; measure progress; invite potential partners; youth projects in Canada and Ukraine; outreach programs to the larger community (8 votes);
- developing servant leadership model – youth intensive – selo crossroads; mentoring; continuity in programming – something people can plan for (6 votes);
- Enhancing family-type fellowship – parish-based network (4 votes);
- Increasing capacity through the hiring of professional staff (4 votes);
- Increasing emphasis on internal and external communication – including social media

Key Success Factors (the components of our strategic plan)

- 1. Strengthening the relationship with UOCC**
Goal: To develop strategies and plans to strengthen the working relationship between the USRL and the UOCC.
- 2. Planning and organizing the 2013 Conference**
Goal: To plan and organize the 2013 Conference to provide opportunities for business sessions and workshops to discuss and plan for the future.
- 3. Project Development**
Goal: To identify projects that can be taken collaboratively or independently by various elements of the USRL.
- 4. Structural change and family fellowship**
Goal: To identify structural changes to the services and fellowship.
- 5. Communication and public awareness**
Goal: To develop increased public awareness and understanding of the work of the USRL.
- 6. Financial viability**
Goal: To review current business operations to maximize revenues and the return on investment.



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Союз Українців Самостійників у Канаді
Ukrainian Self-Reliance League of Canada

Ukrainian Self-Reliance League of Canada Strategic Plan

2012 – 2015

2012, December

*Work in progress- for discussion and
further development*

The Role of CYC/USRL:

The role is one of coordination and bridge building. It can only achieve its vision through the work of its component organizations. As a facilitator, it assists its component organizations in their endeavors to implement the objectives. This assistance is in the form of leadership expertise and its ability to exert influence both of which are constrained by its human and economic resources. Its challenge is to integrate the activities of its component organizations so that they are channeled toward achieving the mission and subsequently its vision. This is a challenge because the diversity of the component organizations tends to introduce fragmentation into the CYC organization.

Our Mission:

The Mission Statement is an overarching, timeless expression of your purpose and aspiration, addressing both what you seek to accomplish and the manner in which the organization seeks to accomplish it. It's a declaration of why you exist as an organization and should answer the questions of what do you do, for whom do you do it and how do you do it.

Editorial comment: Further work is needed on creating a revised Mission statement for CYC/USRL.

The Mission of CYC:

- M1. Preserve the Ukrainian Canadian heritage and advance the Ukrainian Canadian culture.
- M2. Create an environment that will foster the development of leaders within the Ukrainian Canadian community and the greater Canadian community.
- M3. Create a rich and rewarding experience for its members.
- M4. Enhance the future growth of the Ukrainian Orthodox Church of Canada.
- M5. Preserve and enhance the future growth of CYC and its component organizations

Our Vision:

This short, concise statement of the organization's future answers the question of what the company will look like in five or more years. The Vision should describe a desired future state for the organization and should be both aspirational and inspirational.

The Vision for CYC:

CYC is a vibrant and sustainable organization within a unified Ukrainian Orthodox community in Canada, that is a strong promoter of Ukrainian Canadian culture and which preserves and enriches the Ukrainian Canadian culture.

Our Values:

Value statements are enduring, passionate, and distinctive core beliefs. They're guiding principles that never change and are part of your strategic foundation and culture. Values help define the boundaries of behaviors in the organization and help shape decisions accordingly.

The following values were identified for the USRL:

- ✓ Faith
- ✓ Culture
- ✓ Inclusivity
- ✓ Integrity
- ✓ Respect
- ✓ Fellowship

The Goals of CYC/USRL:

- G1. Develop and implement a comprehensive communication program.
- G2. Promote the development of cultural programs within local chapters of member organizations and provide a vehicle for the reporting and dissemination of these programs and content to others.
- G3. Promote events on a district or provincial basis to better utilize human and financial resources so as to create a more exciting and appealing final product.
- G4. Create a database of human resources that are "experts" in various fields of Ukrainian culture.
- G5. Promote CYC concepts, ideals and events in the media. G6. Develop programming geared towards cultivating strong leadership skills.
- G7. Create and promote resources for effective management of an organization. G8. Ensure that all members are aware of and practice the tenets of effective leadership.
- G9. Strengthen the relationship between C.Y.C. (U.S.R.L.) and the Ukrainian Orthodox Church of Canada.
- G10. Act in consultation with the Church on politically sensitive issues.
- G11. To encourage members to lead lives based upon principles of self-respect, self-reliance and resourcefulness and to guide their lives by the highest moral and ethical standards.
- G12. Nurture the growth of CYMK
- G13. Provide support to component organizations in areas of fund raising and membership recruitment. G14. Develop leadership programs utilizing the richness and expertise within the CYC membership.

The Objectives of CYC/USRL:

1. Produce print material promoting its aims and objectives as well as those of its component organizations.
2. Organize workshops and educational opportunities.
3. Provide a format for wording resolutions at conventions.
4. Develop a meeting guidebook.
5. Develop a web site.
6. Ensure that all component organizations have fax and email capabilities.
7. Develop a national newsletter.
8. Model effective leadership behaviors.
9. Develop and circulate a data-collecting questionnaire to component organizations regarding the 'expertise' available among members related to various fields of the Ukrainian culture.
10. Produce a media kit.
11. Establish a liaison process with UOCC.
12. Develop and implement a financial plan.
13. Develop and implement a marketing plan.
14. Employ part-time or full time paid staff to facilitate implementation of these objectives.
15. Provide financial and human resource assistance to CYMK related to membership recruitment and programming.
16. Develop a resource manual of fund raising strategies and educational programming activities.

Long Term Strategic Objectives:

These long-term strategic focus areas span a three year (or more) time horizon. They answer the question of what the organization must focus on to achieve your vision. These strategic objectives help to define what success will look like for the organization.

The following six Long-term Strategic Objectives were identified as focus areas for the strategic plan for the Ukrainian Self-Reliance League of Canada.

Key Success Factors (the components of our strategic plan)

1. Strengthening the relationship with UOCC

Goal: To develop strategies and plans to strengthen the working relationship between the USRL and the UOCC.

2. Planning and organizing the 2013 Conference

Goal: To plan and organize the 2013 Conference to provide opportunities for business sessions and workshops to discuss and plan for the future.

3. Project Development

Goal: To identify projects that can be taken collaboratively or independently by various elements of the USRL.

4. Structural change and family fellowship

Goal: To identify structural changes to the services and fellowship.

5. Communication and public awareness

Goal: To develop increased public awareness and understanding of the work of the USRL.

6. Financial viability (*Editorial comment: Could change this Key Success Factor to 'Organizational Sustainability'*)

Goal: To review current business operations to maximize revenues and the return on investment.

PLANNING AREA: Strengthening the Relationship with UOCC

GOAL: To develop strategies and plans to strengthen the relationship between the USRL and the UOCC

Objectives	Actions	Responsibilities	Timelines
To initiate action on the development of strategies for discussion.	Call for meeting of the Joint Committee	Gerry L	October 2012
To create plan for future dialogue and direction	Determine priorities for joint projects and action and asses impact and value and determine priorities	Gerry L and Joint Committee	May 2013
	Provide update and plan input session at the Conference	Joint Committee	July 2013
To determine priorities for joint projects and efforts	Develop list of potential projects of common interest to the Church and USRL and provide recommendations to be considered Projects could be such as: - Publication of Service Books - Hiring of Youth Facilitator - Support for orphanages in the Ukraine	Joint Committee	Fall or early winter 2013
	Select specified project and develop implementation plan including budget and human resource requirements	UOCC, National Executive Committee & Joint Committee	2013/2014
	Monitor implementation of project and provide reports to stakeholders and constituents	National Executive Committee/Joint Committee	2014/2015
	Select a second project and develop implementation plan including budget and human resource requirements	National Executive Committee/Joint Committee	2014/2015

12-Aug-27

PLANNING AREA: Planning and Organizing the 2013 Conference

GOAL: To plan and organize the 2013 Conference to provide opportunities for business sessions and workshops to discuss and plan for the future.

Objectives	Actions	Responsibilities	Timelines
Establish location and facility needs	Determine facility requirements and location for the Conference	C.K. Chair of Committee	October 2012
Create optimal program plan with time for business sessions and workshops	Develop content and program for the Conference Plan and schedule the Annual General Meeting and Executive Committee meeting	National Executive Committee National Executive Committee	January 2013 September 2012
Complete production of history book for USRL	Complete publication and plan launch at the Conference - draft to be completed for fall of 2102 - printing and production in spring of 2013	N. A. and National Executive Committee	November 2012
Develop revised format and approach for Conference	Develop the theme and proposal for revised format and content for program for Conference	National Executive Committee	October 2012
	Develop plan and materials for promotion of the Conference	Planning Committee NCAC	January 2013 and ongoing
	Initial announcement and action plan from Joint Standing Committee to report on at the Conference	Joint Standing Committee	March/April 2013
	Organize the Conference and overall logistics and delivery against the plan	Planning Committee National Executive Committee	February 2013

12-Aug-27

PLANNING AREA: Project Development

GOAL: To identify projects that can be undertaken collaboratively or independently by various elements of the USRL.

Objectives	Actions	Responsibilities	Timelines
To create projects that will engage the membership of the church and/or parts thereof	Develop list of projects for branches, men's, women's and youth organizations. Use the 2004 February report as a starting point	Initiate process by NEC with Prov. & regional CYC Execs	2012/2013
	Determine suitable projects and develop implementation plans – short above lists by determining value for effort and capacity limitations	National Executives with Prov. & regional CYC Execs	Fall 2013
	Develop plans for fundraising or revenue generation that can support project development	National Executives with Prov. & regional CYC Execs	2013/14
	Implement selected projects	Prov. & regional CYC Execs and component branches	2014 (first set)
To support the concept of youth entrepreneurship	Explore the possibility of creating a "Dragon's Den" concept to support youth entrepreneurship	National Executive Committee with Nat. CYMK, TYC & UWAC	2013/2014

12-Aug-27

PLANNING AREA: Structural Change and family Fellowship

GOAL: To identify structural changes to the services and fellowship

Objectives	Actions	Responsibilities	Timelines
To initiate a shifting of the culture of the Canada's Ukrainian Orthodox community to one that is more caring and conciliar	Establish working group with parish priest and interested individuals to explore possible programming and/or structural changes	NEC promote discussion	following 2013 Convention
	Schedule forum for discussion of change at the Conference	NEC	following 2013 Convention

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PLANNING AREA: Communication and Public Awareness

GOAL: To develop increased public awareness and understanding of the work of the USRL.

Objectives	Actions	Responsibilities	Timelines
To create a team who can assist in the development of communications initiatives	Identify a working group of individuals interested in the area of communications and marketing	CYC/USRL NEC	2012/2013
	Identify current communication tools and materials and evaluate the effectiveness of existing communication methods including external materials	Working group	ongoing
To develop ongoing plans for increased public awareness and understanding	Identify target audiences and develop plan with priorities for communication materials	Working group	Initial plan by Feb. 2013
	Identify opportunities for social media communications including website, Facebook, Twitter and YouTube	Working Group	2012/2013
	Develop budget for ongoing communications and public awareness initiatives	Working group & National Executive Committee	2013/2014
	Identify potential topics and individuals and develop success stories of interest and distribute		

12-Aug-27

PLANNING AREA: Financial viability

GOAL: To review current business operations to maximize revenues and return on investment

Objectives	Actions	Responsibilities	Timelines
To create business plan and sustainable model for Ukrainian Museum of Canada	Assist with the review of the current operational model for the Museum and develop business plan that provides for greater sustainability	NEC to initiate discussion with UMC	2013/2014
To create business plan and sustainable model for Institutes	Assist with the review of the current operational model for the Institutes and develop business plan that provides for greater sustainability.	NEC to initiate discussion with Institutes	2013/2014
To more fully utilize the summer camp facilities	Analyze the current usage and business model for the summer camps in Saskatchewan, Alberta and Manitoba to more fully utilize the existing church camps	NEC to initiate awareness of issue with camps	2014/2015