



Uganda Canadian Association of Saskatchewan Inc (UCAS)
108 – 2505 11th Ave
Regina, SK S4P 0K6
Phone: 359-UCAS (8227)
Fax: (306) 565-6780
E-mail address: ucasoffice@sasktel.net

Uganda Canadian Association of Saskatchewan Five Year Strategic Plan 2017-2021

Background:

During 2016 UCAS Board and partners started on a series of workshops focused on developing and implementing a 5 year strategic plan – to coincide with the organization's 25th anniversary (1990/1991-2015/2016). The preliminary planning meeting was held on September 03, 2016 through which Mr. Ken Ludwig was contracted as the consultant to facilitate the process. The first workshop held on November 19-20, 2016 focused on past success, challenges and future direction; the second workshop held on January 22, 2017 focused on clarifying strategic goals and activities and identifying success measures; and the third workshop scheduled for February 26, 2017 will seek ideas from the community at large on how to increase participation and will establish work committees. This document summarizes what has been agreed on thus far.

The **Mission/ Mandate** of the organization (refer to the constitution and the organization profile) remains relevant.

Vision

To establish a legacy of the Uganda Canadians, and by active and equitable integration, contribute to the development of Saskatchewan.

Note: We understand 'legacy' to mean a strong foundation for future generations to move forward as part of Saskatchewan and Canadian society while having a good sense of who we are and where we came from.

Values (clarification of UCAS values)

- Integrity – through transparency and accountability
- Unity – in diversity through dialogue and collaboration
- Family – as the foundation for individual and community development
- Hard work – towards shared goals
- Inclusion – through respect of diversity, human worth and dignity

GOALS & STRATEGIES**Four key goals and related strategic activities agreed on.****Goals:**

1. A strong, internally-connected, **vibrant and growing community**
2. **Engaged youth** ready for leadership and continuing the legacy
3. Strong, **collaborative community presence** for mutual growth
4. **UCAS organization** is a team working well and learning together

Note: Strategies in bold indicate highest priority actions in year 1 (2017).

Goal #1: A strong, internally-connected, vibrant and growing community					
Success Measures:					
<ul style="list-style-type: none"> - Number of people attending UCAS events - Number of UCAS memberships - Number of people participating in developing programs - Level of communication and feedback 					
Strategy	2017	2018	2019	2020	2021
Hold quarterly community events.	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> - Use potluck format and summer barbeque - Regular schedule - Rotate location - Ensure not exclusive to Uganda- Canadians 					
Promote and continue Karibu activities.	✓	✓	✓	✓	✓
<ul style="list-style-type: none"> - At least 2 events per year outside Regina - Also supports Goals 2 and 3 					
Form a welcoming group (which may also serve as a continuous contact group).	✓				
Encourage community members to pay UCAS memberships when attending events.	✓	✓	✓	✓	✓
Begin a biannual newsletter to share information and celebrate successes.		✓	✓	✓	✓
<ul style="list-style-type: none"> - May utilize website as vehicle 					
Continuously explore how to engage more people in the association and its vision.	✓	✓	✓	✓	✓
Create mechanism(s) to share contact information.	✓	✓	✓	✓	✓

Explore the option to hold events for paid members and volunteers only (reward commitment/ membership benefits).		✓			
--	--	---	--	--	--

Goal #2: Engaged youth ready for leadership and continuing the legacy					
Success Measures: <ul style="list-style-type: none"> - Number of youth participating in the association and its activities - Positive feedback from youth - Level of awareness and understanding of the association among youth - Number of ideas, particularly for programs, contributed by youth 					
Strategy	2017	2018	2019	2020	2021
Identify future community leaders, and provide training and mentoring to support their development.	✓	✓	✓	✓	✓
Promote and continue Karibu activities. <ul style="list-style-type: none"> - At least 2 events per year outside Regina - Also supports Goals 1, 3 and 4 	✓	✓	✓	✓	✓
Provide ways to give a voice to the youth in the community.	✓	✓	✓	✓	✓
Support and celebrate educational advancement for the youth.	✓	✓	✓	✓	✓
Re-start a children’s cultural language program (under 18) e.g. language school – can be in a form of a cultural family summer camp to share the diverse indigenous languages of community members. This will also strengthen internal relationships and court future generations during early years/ improved self-esteem etc.		✓	✓	✓	✓

Goal #3: Strong, collaborative community presence for mutual growth					
Success Measures: <ul style="list-style-type: none"> - Number of events/activities in collaboration with other organizations/ agencies - Number of people from other communities that attend UCAS events - Number of branch openings in other locations supported by UCAS - Level of activity outside Regina 					

Strategy	2017	2018	2019	2020	2021
Connect with other organizations to build networking opportunities.	✓	✓	✓	✓	✓
Establish sustained partnerships with other organizations to mutually build organizational capacity. - Year 1: identify 1-2 organization to work with through a sustained approach in relation to identified areas of growth	✓	✓	✓	✓	✓
Partner with other organizations to organize community/social events.	✓	✓	✓	✓	✓
Collaborate with other organizations toward building a physical presence/centre.	✓	✓	✓	✓	✓

Goal #4: UCAS organization is a team working well and learning together					
Success Measures: - Continued and more effective functioning of the organization - Level of attendance and participation in meetings and events by Board members - Number of youth volunteering and participating in the association - Positive feedback from community					
Strategy	2017	2018	2019	2020	2021
Revisit governance policies, guidelines and responsibilities on an annual basis.	✓	✓	✓	✓	✓
Hold discussion to address current challenges to cooperation and participation within the organization.	✓				
Strengthen the business case for Karibu with the help of specialized consultant	✓	✓	✓		
Invest time, resources and effort in the website- collection of UCAS's cultural heritage updated /strong sense of presence	✓	✓		✓	
Begin biannual educational sessions to strengthen leadership and organizational capacity.		✓	✓	✓	✓
Survey community members to find out their needs.			✓		✓
Hold annual informal gathering for organization leaders.	✓	✓	✓	✓	✓
Consider including newcomers with potential for community leadership in the training and mentoring offered to youth.	✓	✓	✓	✓	✓