



Okanagan 4 Ukraine Strategic Plan 2025–2028

We operate on the unceded and ancestral territory of the Syilx Okanagan peoples.
This land is the traditional meeting grounds, gathering places, and travelling routes of these
Indigenous peoples.



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Letter from the board

The three years since the full-scale invasion of Ukraine have been filled with challenges and injustices which demand responses. Our skilled and supportive volunteers and donors have been resilient and compassionate in working with us to do our part. Okanagan 4 Ukraine was registered in April 2024 and launched immediately. We are proud of what we have achieved in these nine months (April–December). We work in a developmental and emergent way, sensitive to new events and changing pressures, and with constant learning. We have refined our focus and increased our reach. We are resolutely focussed on our vision to which we contribute directly through our mission. This strategy outlines how we intend to deliver.

Collaborative partnerships

We are grateful for the trust that has already been placed in Okanagan 4 Ukraine through the generosity of our collaborative partners, donors, elected officials, and community contributors. We couldn't exist without our volunteers, who bring their many skills—with good cheer—to ensure that we are able to deliver our activities and projects and who help us complete our administrative tasks with professionalism. This includes everything from flipping burgers at camp, to event management, chartered accountancy, financial reporting, project planning, donating and creating floral arrangements, baking cookies, and much more.

Activities and events


Our strategy and vision cannot be realized without engaged and empowered people who understand the geo-political importance of Ukraine's thriving; have compassion for the suffering of Ukrainians both in Ukraine and in the Okanagan; seek trustworthy information to inform decisions; have capacities to reach out to the displaced Ukrainians among us; and recognize their skills, courage, and tenacity in the face of enormous challenges. Activities and events in our initial months of operation focussed on establishing both the organization and this cadre of committed helpers.

We submitted our application for charitable status to Canada Revenue Agency in October 2024 and hope to be able to announce official standing in 2025. We then built a [website](#) as a hub for information, interactions, and learning, available in English, Ukrainian, and French, and with purpose-made illustrations (which you'll see throughout this document) intended to capture the vibrancy of both Ukrainian culture and the vision and mission of the organization. In the meantime, we developed an advisor role, understanding that this work will succeed and be sustainable if key people with relevant skillsets provide wise advice, time, and access to their skills to help make the organization the best it can be. On the volunteer side, we welcomed many skilled and experienced people who share our passion and donated their time and talents. We established collaborative partnerships with many organizations; hosted and participated in more than 20 events; helped to establish an ongoing [reconstruction project](#) and began negotiations on another; attended conferences and consultations; and engaged volunteers and Ukrainian families throughout the Okanagan region.


We have ambitious goals and recognize that we need to build our fundraising capacity to support them. Going forward, we will prioritize and consolidate some of our activities (e.g., fundraising child sponsorships for camps rather than running them ourselves), while advancing key and emerging projects (e.g. supporting trauma recovery locally and in Ukraine).

As we face the challenges ahead, we thank everyone already involved with Okanagan 4 Ukraine, and hope others will be as inspired as we are by the vision and opportunity we have in the coming three years to make an important and vital contribution to peace and goodwill at home and in Ukraine.

Board member thoughts: Why is this work so compelling for you?

		
<p>Tana Halpape</p> <p><i>It's a meaningful contribution to the integration and well-being of new Ukrainians, to awareness of the continuing war in Ukraine, and to larger democratic values.</i></p>	<p>Iryna Storozhuk</p> <p><i>Every day I can do practical things that make a real and important difference for Ukrainians here and abroad.</i></p>	<p>Kate Woodman</p> <p><i>The voices of Ukrainians in the Okanagan need to be amplified. Canadians need to stay engaged and displaced Ukrainians need to know we care!</i></p>

Advisory member thoughts: Why are you dedicating your valuable time to this work?

			
<p>Eugene Krupa</p> <p><i>I'm happy to help build partnerships and supports for trauma recovery, food security, and business.</i></p>	<p>Loretta Rose</p> <p><i>Each of us needs to do whatever small, practical things we can, to build a kinder, safer world.</i></p>	<p>Halyna Protsiv</p> <p><i>I want to serve as a bridge between Ukrainians and Canadians to bring vital support for mutual growth and understanding.</i></p>	<p>Terri Ellis</p> <p><i>What we do makes a difference!</i></p>



Understanding the current realities that inform our work

Actively staying informed

Current and constantly evolving realities affect and must inform our work. So, we take very seriously the obligation to be well-informed. This entails consulting reputable and diverse news and political analysis sources, networking and engagement with knowledgeable partners, and continuous learning and media literacy. To support this amongst all our partners, volunteers, and visitors, we have created a section on our website on [information awareness](#). To deepen this active engagement, we are developing a new section on democratic engagement.

Just a few of our trusted sources are shown, below.

NEWS SOURCES	The New Republic, President of Ukraine official website and social media accounts, United 24, Policy Options, Crisis Group, Stockholm International Peace Research Institute, International Institute for Strategic Studies.
INFORMATION PARTNERS	Ukrainian Canadian Congress, Canada-Ukraine Foundation, Forum for Ukrainian Studies (Canadian Institute of Ukrainian Studies).
LEARNING	Timothy Snyder courses and publications, Center for Humane Technology, Arbiters of Truth (Brookings Institute), Gabrielius Landsbergis, Timothy Garton Ash, Michael McFaul.
DEMOCRATIC ENGAGEMENT	Coming soon

Global context

The world's geo-political order is rapidly shifting, and these changes are causing great upheavals. This year the United Nations registered a new record high of displaced people, with more than 120 million people forced to flee their homes.¹ This is largely driven by war, but natural disasters ecological degradation, and political repression contribute, as well. As the Western liberal order faces multiple threats, there is a decline in resources made available to support humanitarian needs. In this context, the vulnerable are *increasingly* vulnerable, with fewer options.

¹ [Worldwide levels of forced displacement hit new high: UNHCR](#) (UN News, June 2024).

Ukraine

Ukraine has been defending itself against Russian imperial expansion in their territory since 2014 and against full-scale invasion since February 24, 2022. This month, Ukraine will enter its fourth year of all-out war and existential defense of its existence as a nation.

Ukraine has a population similar to Canada’s—around 40 million. Of these people, more than 10 million are displaced. Many are within Ukraine, and around 6.7 million have fled to other European countries. Over 300,000 have come to Canada,² Within Ukraine, more than \$155 billion in infrastructure damaged or destroyed, and 1/3 of the land contaminated with landmines,³ with devastating impacts.

Settlement in the Okanagan

Thousands of Ukrainians have come to the Okanagan valley seeking a place of welcome and peace where they can thrive. There a both supporting and challenging factors for any newcomer.

Benefits and supports	Challenges
<p>Beautiful natural environment with access to outdoor and sports activities.</p> <p>Many and varied community support services.</p> <p>Multiple levels of government support (federal, provincial, and municipal).</p> <p>Canada-Ukraine Authorization for Emergency Travel program and inclusion of work permits.</p> <p>Ukraine focused NGOs (e.g., Kelowna Stands with Ukraine, Hearts and Hands for Ukraine).</p> <p>Engaged community volunteers.</p> <p>Ukrainian serving churches (Catholic, Orthodox, and Protestant).</p>	<p>Lack of public transportation options.</p> <p>Cost of living, rental costs, and vacancy rates.</p> <p>Finding employment; piecemeal or multiple jobs; certifications; financial burdens for extended family members and sending funds back to Ukraine.</p> <p>Psychological burdens of grief, war trauma, and dismay at the dwindling worldwide interest in supporting Ukraine.</p> <p>Administrative burdens of navigating permanent residency requirements, government bureaucracy, and poorly-communicated changes in immigration and citizenship rules.</p> <p>Lack of language learning options (many are ending on March 31, 2025).</p>

Okanagan 4 Ukraine is well-positioned to contribute intermediate supports, i.e. going beyond helping with survival needs to supporting people to thrive. *Surviving to thriving* is defined as: permanent, affordable and stable housing secured; fulfilling, living wage job or higher education attained; regular and supportive health care services provided; and personal safety protected from gender-based violence.⁴

² Ukrainian Canadian Congress, December 2024.

³ [In Focus](#), November 2024.

⁴ Definition provided by YWCA USA.



Our vision, mission, values, principles

Our vision: We imagine a future that is bright and secure for Ukrainians in the Okanagan and in Ukraine, with renewed hearts, souls, minds, and bodies. We see the country with infrastructure and lifeways free of occupation and oppression. This is a future worth working hard for!








Our mission: As a community of volunteers and newcomers working together, we design and implement activities that:

1. Increase understanding, awareness, and engagement about Ukraine and amplify the voices of Ukrainians in the Okanagan community, in order to inspire and mobilize local solutions that change lives, both here and in Ukraine.
2. Inspire direct and collaborative processes that address the intermediate settlement needs of local, displaced Ukrainians; and,
3. Contribute to humanitarian and civilian security and justice in Ukraine through partnering, connecting, and acting to strengthen people, communities, and infrastructure in the war affected country.

Our values guide us to be inclusive, seek equity, and work in partnership with other organizations and individuals, with the shared desire to see:

- **Inclusion:** Ukrainian newcomers in our region are not left behind.
- **Equity:** appropriate projects and programs are designed and delivered, facilitating positive settlement that establishes newcomer seniors, adults, youth and children in our communities.
- **Justice:** humanitarian needs in Ukraine are mitigated.
- **Truth:** those seeking trustworthy information about Ukraine find it through Okanagan 4 Ukraine presentations, knowledge sharing, website, and social media.
- **Compassion:** recognizing and valuing our common humanity.

Our principles are grounded in *not duplicating existing resources* for Ukrainian newcomers but providing new activities and opportunities designed to complement the efforts and reach of our collaborative network. We aim to build trust with newcomer Ukrainians, partners, and donors. Our key principles are:

	Linking	Creating links to extend the work from local to national to international, to develop sustainable, credible activities.
	Convening	Convening a growing number of organizations to create a web of supportive connections.
	Root causes	Working hard on root causes driving Ukrainian newcomers' experience of underemployment and the anxiety this creates, linking and leveraging their skills to find employment and build self-sufficiency.
	Wellness	Offering opportunities to learn about wellness, connect and celebrate together in community, and to grow wellness-based lives in the Okanagan and Ukraine.
	Learning resources	Gathering credible learning resources for the public, e.g., Ukrainian literature for children; for those seeking to learn about Ukrainian history and culture; timely resources on the war and why it matters to be informed.
	Engaging support	Engaging local non-Ukrainians to support Ukraine through learning and action opportunities across sectors (e.g., business, learning, faith communities).
	Accountability	Accountability through our commitment to the professional evaluation standards of the Canadian Evaluation Society, and the CRA charitable status designation (application submitted: awaiting confirmation)



Strengths, weaknesses, opportunities, and threats

We pay attention to the environment in which Okanagan 4 Ukraine works, to ensure we are relevant and appropriate. Therefore, Okanagan 4 Ukraine:

- Does not duplicate what other groups are doing.
- Is up to date on our organizational strengths.
- Has accurately assessed the opportunities and emerging opportunities in our sphere of influence.
- Checks key performance indicators to identify organizational weaknesses and ensure they are addressed.
- Keeps watch over and mitigates for factors that could threaten our work.

Strategic planning is critical to organizational effectiveness. To inform our 2025–2028 strategic plan, we have undertaken a SWOT analysis that provides important insights for the strategic plan.

This is an evergreen analysis (hence it is date marked) which we will review and adjust across the three years of this plan.

In the analysis, below, we have looked into the categories of capacities, methods, organization, activities, communications, and context. Over time, we will add more categories as we learn more.

Who does Okanagan 4 Ukraine serve?

1. The **displaced Ukrainians** living in the Okanagan. We strive to support their positive and advanced settlement in the region.
2. The **local population**. Partnering with key sectors, we engage the larger community and increase the reach for sharing curated and trustworthy information about Ukraine.
3. **Ukrainians in Ukraine** who are in need. We include them in our work to contribute to the country's long-term sustainability and security.

S

Strengths

Capacity

Strong board skills.
Strong advisor skills; finding new champions in specific areas.
Core skilled volunteers that add value to our work.

Methods

Strong and many collaborative partnerships.
Curating trustworthy information and resources through our website.
Collaborative work.

Organization

All key pieces in place in first nine months of operations.

Activities

Activities and events aligned with submission to CRA.
Very active in the community.

Communications

Website and social media presence.
Consistently good feedback on website.

W

Weaknesses

Capacity

Formal board capabilities (board training, insurance, etc.).
Optimizing board, advisor, and volunteer skillsets.

Methods

Using Kelowna Chamber membership to increase visibility.
Volunteer engagement outside of events (e.g., appreciation activities).

Organization

Clear focus and strategy guiding our work.
Simple and applicable policies.

Activities

Engagement with sectors for participation.
Even scheduling of events across the calendar year.

Communications

Social media isn't being optimized.
Communicating direct asks for funding.
Engagement and profile with media.

February 2024

Internal

O

Opportunities

Capacity
 Business help through application to government of Canada.
 Board expansion.
 Funding applications.
 Recruitment: treasurer, volunteers, etc.

Methods
 Facilitate greater response and participation from newcomers (e.g., focus groups, conversation circles).

Organization
 Establish use of GANTT charts, action plans, designated tasks, etc.

Activities
 Engage more service groups.
 Increase presentation events (e.g., churches, senior's groups, clubs, schools, universities, women's groups).

Communications
 Increase our media presence and Ukrainian voices in the community.
 Clarify our communications.

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Threats

Capacity
 Board member without permanent residency.
 Need more volunteer and donation supports.

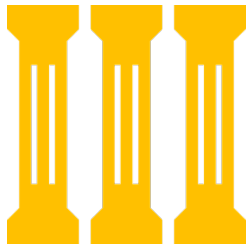
Context
 Rapidly changing geo-political environment that is increasingly not sympathetic to Ukraine.
 General population and church group fatigue about the war.
 The West's failure to provide Ukraine what it needs to thrive.
 Daily challenges displaced Ukrainians face regarding cost of living, employment, education, trauma, etc.

February 2024

External



Our strategy



Okanagan 4 Ukraine’s work is predicated on three key pillars representing our strategic priorities. The pillars are integral to all the outcomes, outputs, and activities that we strive to address. As the matrix below shows, we are results driven. We know the outcomes we seek and understand their importance. We are not afraid of trial and error and apply reflective thinking in iterative loops for continuous improvement. As a result, while this strategy is consistent with what is stated on our website, some of the specific details may be presented differently than what you see, below. The website will be updated to reflect this.

OVERVIEW

PILLAR 1	Local general population	STRATEGY 1	Awareness: Amplify Ukrainian voices through projects, gatherings, media, social media, and website; mobilize to action.
PILLAR 2	Local displaced Ukrainians	STRATEGY 2	Settlement: Address intermediate needs with compassion, through direct and collaborative action.
PILLAR 3	Ukraine humanitarian needs	STRATEGY 3	Rebuild: Partner and connect Canada and Ukraine; support both immediate and long-term needs.

In the matrix below, we show what we’re doing for each pillar and strategy area (across the top) and in each sector where we work (down the side). The sectors where we have engaged include: faith communities, service clubs, business, education, arts and culture, health and mental health, communications and media, and the various levels of government.

Red italics indicate activities to be implemented in 2025–2028; all other activities were first implemented in 2024 (and many of these will continue over the coming years).

STRATEGY MATRIX

	AWARENESS	SETTLEMENT	REBUILDING
Faith communities	<p>Clergy outreach</p> <p>Prayer events</p> <p>February 24 vigils</p> <p>Presentations</p> <p>Workshops on trauma</p>	<p>Motivate and equip pastoral care providers to identify and to support recovery from anticipated grief and war trauma (October breakfast)</p> <p>Refer, as identified, to psychological care</p>	<p><i>Ukrainian pastor chaplain support</i></p> <p><i>Seminaries and churches post-war rebuild</i></p> <p><i>Prepare article based on 2024 pastor data</i></p>
Social benefit communities (service clubs, non-profits, grantors, and fundraisers)	<p>Presentations: Rotary, <i>legions, cultural clubs, Lions clubs, Kinsman clubs</i></p>	<p>Encourage members to volunteer in high needs areas such as advanced conversational English, strategic fund raising</p> <p><i>Explore new partnerships, e.g., United Way British Columbia–United for Ukraine.</i></p>	<p><i>Raise funds for significant projects</i></p> <p><i>Apply for relevant service group grants (e.g., Rotary Global grants)</i></p> <p><i>Explore new partnerships, e.g., Ukraine Nightingale Project.</i></p>
Business	<p>Kelowna Chamber meetings with leadership</p> <p>Participation in Chamber events</p> <p>Participation in business-focussed March 8th International Women’s Day event.</p> <p><i>Focussed engagement with local business sector</i></p> <p><i>Engagement with Italian Club and Italian Chamber of Commerce (and other groups)</i></p>	<p>Identify and engage Ukrainian businesspeople (e.g., software, engineers)</p> <p>Employment and immigration supports</p> <p><i>Engage in strategic fundraising</i></p> <p>Tax education partnered with Canada Revenue Agency</p> <p>Initial conversations with Kelowna Community Resources on degree assessments and employment</p>	<p>Build links and explore collaboration with Razom Invest Canada</p> <p><i>Explore Canada-Ukraine Chamber of Commerce conference contacts</i></p>

	AWARENESS	SETTLEMENT	REBUILDING
	<p>Continued engagement with Canadian Ukrainian Chamber of Commerce.</p> <p>Initial contact with Razom Invest Canada's agribusiness</p>	<p><i>Explore partnerships with businesses that are local, Ukrainian-owned, or supporting Ukraine, e.g., Ready to Cook, Prime Renovations BC Okanagan Pro Delivery, Sunflower Ukrainian Café, Touch Coffee, Guilea Dance, Skyvend Services, Red Bird Brewing, Okanagan Spirits Craft Distillery, Little Hobo Soup and Sandwich, and KF Centre for Excellence.</i></p>	
Education	<p>University of British Columbia–Okanagan partnering</p> <p>Okanagan College partnering</p> <p>Learn resources on website.</p> <p><i>High schools</i></p> <p><i>Trauma recovery training for teachers</i></p>	<p>Advocacy and supports for school aged children and youth</p> <p>Initiated contact with School District 23 regarding a trauma workshop for key staff</p> <p><i>Career days for young adults and adults</i></p> <p><i>Facilitate Ukraine degree assessments</i></p> <p><i>Explore new partnership, e.g., Ki-Low-Na Friendship Society and Language for Life ESL.</i></p>	<p>University of British Columbia–Okanagan capstone project (engineers) and engagement with Ukraine-based engineers</p>
Arts and culture	<p>Ukraine Independence Day</p> <p>Concerts, murals, key day events, e.g., <i>Vyshyvanka Day</i></p> <p>Dance groups, e.g., Dolyna Dance</p> <p>Summer tea</p> <p><i>Pysanka workshop</i></p>	<p>Okanagan Regional Library children's literature collection</p> <p>Concerts</p> <p>Murals</p> <p>Key day events (e.g., art, music, sport, movies)</p>	<p>Support Gerdan Choir and other Ukraine-based musicians performing in Kelowna and raising awareness about Ukraine.</p>

	AWARENESS	SETTLEMENT	REBUILDING
Health and mental health	<p>Preliminary connections with health services</p> <p>Recruited a youth and young adult engagement advisor</p>	<p>Maple Hope Foundation partnership for adult and youth mental health</p> <p>Navigation support for health sector (e.g., dental, family medicine)</p> <p><i>Engage Ukrainian youth and young adults in positive, connected community activities</i></p>	<p>Preliminary discussions with: Superhumans, Doladu</p> <p>Preliminary discussion on trauma informed training for Ukrainian chaplains</p> <p><i>Informal chaplain's humanitarian support</i></p>
Communications and advocacy	<p><i>Op eds, e.g., Kelowna Now, Castenet</i></p> <p>General media contacts</p> <p>Prepare article based on Ukrainian clergy data</p> <p>Provide curated information on the Learn section of our website</p> <p><i>Explore partnership with Ukrainian Canadian Advocacy Group</i></p>	<p>Prepare newcomer stories for publication</p> <p>Provide curated, relevant information on the 'Learn' section of our website</p>	<p><i>Ukraine focused articles, interviews</i></p> <p>Provide curated, relevant information on the Learn section of our website</p>
Government	<p>Communication and engagement with City of Kelowna</p> <p><i>Communication and engagement with the province</i></p> <p>Communication and engagement with the federal government</p>	<p><i>Federal public servants and elected officials' presentations on key topics for newcomers</i></p>	<p>Meetings</p> <p>Advocacy</p> <p>Invitations to key events</p>
Organizational administration	<p>Organizational activities cut across and support all three pillars. This includes: administration, board and advisory development, capacity development, accounting and financial management, fundraising and grant development, research, ongoing volunteer recruitment, role and activity management, data collection (qualitative and quantitative), evaluation, planning and reporting, and recruitment (board member, comms, social media)</p>		

	AWARENESS	SETTLEMENT	REBUILDING
OUTCOMES	<p>Increased:</p> <ul style="list-style-type: none"> • Understanding • Knowledge • Engagement • Contributions and donations • Volunteer pool • Organization partnerships • Okanagan 4 Ukraine champions <p>Improved:</p> <ul style="list-style-type: none"> • Engagement with political officials 	<p>Increased navigation for:</p> <ul style="list-style-type: none"> • Financial stability • More appropriate employment • Support, tip sheet for health • Support for recovery from trauma • Support for school system <p>Improved:</p> <ul style="list-style-type: none"> • Contribution back to community, public relations • Partnerships • Champions 	<p>Increased:</p> <ul style="list-style-type: none"> • Access to trauma care • Support for care providers • Rebuild infrastructure post war • Rebuild hearts, minds, souls pre and post war • Partnerships, pre and post war • Okanagan 4 Ukraine champions



Strategic partnerships to further impacts

From the outset we have sought to identify and build strategic collaborations with key stakeholders, locally, nationally, internationally.

PILLAR 1	Local general population	<ul style="list-style-type: none"> • Churches • University of British Columbia-Okanagan • Okanagan College • Kelowna Chamber of Commerce • Hands in Service • Ponderosa Fibre Arts
PILLAR 2	Local displaced Ukrainians	<ul style="list-style-type: none"> • Ukrainian Catholic and Orthodox churches • Owassi Anglican Camp, Greenbay Camp • Dolyna Dancers • Maple Hope Foundation • Kelowna Stands with Ukraine (humanitarian and cultural events only) • Okanagan Regional Library • Kelowna Community Resources Centre • Free Store, Food Bank, St. Michael's Cupboard
PILLAR 3	Ukraine humanitarian needs	<ul style="list-style-type: none"> • Canada-Ukrainian Chamber of Commerce • Ukrainian Canadian Congress • Canada-Ukrainian Foundation • Superhumans • DoLadu • Razom Invest Canada

Thank you to our generous donors!

Ukrainian Orthodox Church of Canada Foundation, supporting camps and more.
Eugene Krupa, initiating a swimming fundraiser in support of projects that support trauma informed care

Coracle Consulting, providing in-kind support for the development of our website

Thanks to everyone who, from the start, supported Okanagan 4 Ukraine through trusting us with their time, their passion, and their financial resources!



How we measure our impact

Evaluation is core to our work. We need to know what's working well, what needs to be strengthened or removed, unexpected outcomes, and what our stakeholders are telling us.

PILLAR 1	Local general population	Local (awareness raising): Increased awareness of Russia's barbaric war against Ukraine and greater understanding of local-global impacts of the war. Increased community engagement with widespread, diverse organizations actively empowering newcomer settlement in their new home.
PILLAR 2	Local displaced Ukrainians	Local (settlement): Increased capacity to support the intermediate settlement needs of displaced Ukrainians by supporting the evolution from surviving to thriving (e.g., better jobs, more confidence using English, help with trauma recover, navigation of social systems).
PILLAR 3	Ukraine humanitarian needs	Ukraine: Increasing awareness and support of Ukraine's humanitarian needs through key sectors, such as businesses, faith communities, universities locally becoming engaged with their counterparts in Ukraine.

Key questions we will use to review and evaluate this strategic plan over time:⁵

1. **Eliminate:** What can be eliminated to make it easier to achieve our vision?
 - 1.1. To what extent do those we assist benefit from our work?
 - 1.2. What shows that we are effective (including cost effectiveness)?
 - 1.3. What demonstrates our efficiency?
 - 1.4. What effective redundancies are in place to build resilience?⁶
2. **Reduce:** What should be reduced so we can focus more on our vision?
 - 2.1. How do we meet unmet needs?
 - 2.2. What buy-ins do we have from key stakeholders?
 - 2.3. What capacities do we have to generate such buy-in?
3. **Raise:** What should we enhance or do more of?
 - 3.1. What is our comparative advantage?
 - 3.2. How do we use our comparative advantage to serve our beneficiaries?
 - 3.3. What are the advantages of being Kelowna-based?
 - 3.4. How do we capitalize on these advantages?
4. **Create:** What should we create in order to fulfill our mission?
 - 4.1. What do we need to ensure the capacity to manage Okanagan 4 Ukraine?



We collaborate and don't duplicate

⁵ See: Four Actions Framework at: <https://www.blueoceanstrategy.com/blog/errc-grid-template-examples/>

⁶ Examples of effective redundancies are: overlapping staff skills so unexpected gaps can be filled; back-up systems for documentation and processes; triangulation of research, etc.



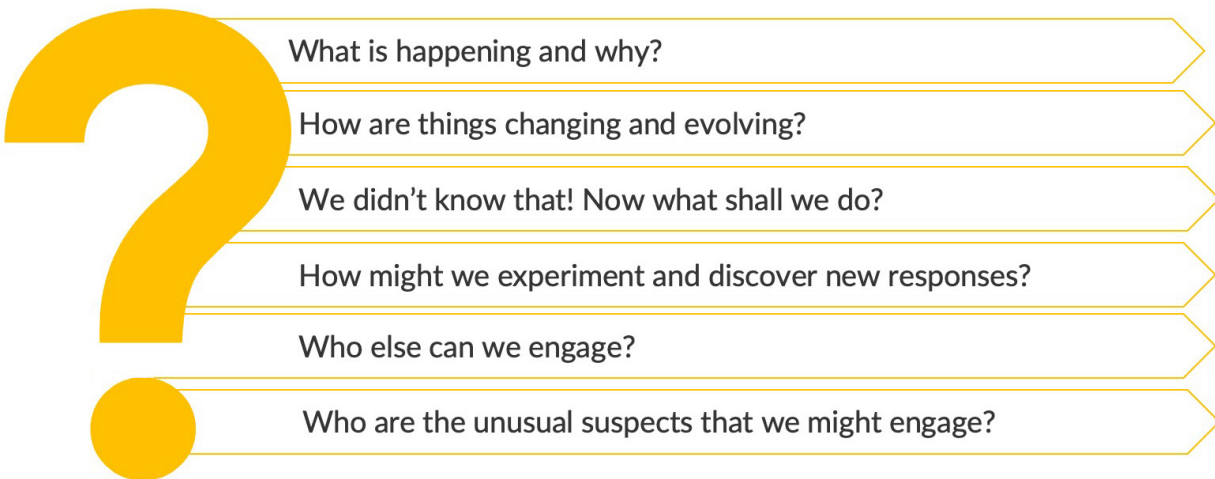
Hope and possibility

A strategy is an expression of hope: a belief that things can be different, that people can be empowered to make a difference, that systems and structures and decision-makers can change, and that we can have a role in it.

As a team, to stay relevant and grow, we'll continuously check in to understand:

- What's the bright, blazing core that brings us together?
- What *holds* us together?
- How do we connect regularly?
- What roles do we play—as individuals and as an organization?
- What might be over the horizon?

We'll look back so we can learn, but our focus is on going forward with an inquiring mindset.



What might be possible?