



STRATEGIC PLAN 2022



STRATEGIC PLAN 2022

Table of Contents

1. Executive Summary	Page 3
1. Mission	Page 4
2. Vision	Page 4
3. Value Statements	Page 4
4. Strategic Priority Areas	Page 4
2. Strategic Assessment	Page 5
1. Other Considerations	Page 6
3. Strategic Priority Areas	Page 7
1. Space	Page 7
2. Awareness	Page 7
3. Diversity	Page 8
4. Moving Forward	Page 9





STRATEGIC PLAN 2022

EXECUTIVE SUMMARY

In 2021, The Estevan Public Youth Centre (EPYC) opened its doors to the Estevan and area community's youth. Our vision finally had a space and the years of planning, organizing, and garnering support were coming to fruition. This was not the first time that a public youth centre had been attempted. There have been several iterations of this idea over many years so we knew that to make this work, our board would have to approach this project in a very systematic way.

It started with many months of due diligence and a strong community partner in United Way Estevan. We began by pulling together a team that had representation from leaders in the community that either had a lot of experience with non-profit projects or were currently serving as a board member on such organizations. Above all else, we needed representatives that had a passion to serve our community's youth. From there, we used other youth organizations within our province as mentors. We engaged with them to tour their facilities, utilize their best practices, looked at their programming, organizational policies and bylaws, and then we started to formulate our own vision, mission, and values. From the outset, we were scanning our community for a potential bricks and mortar location. Finally, we have a space, we have an experienced Executive Director, we have non-profit status, and we will have charitable status by the end of 2022.

Although we have much to celebrate, we recognize that we need to ensure continued success by focusing strategically. It was decided in early 2022 that we needed to come together with a facilitator to compose a formal Strategic Plan. We are in a very different place from where we were when we started with nearly one year of operations, feedback from the community's youth, examples of what has been working and what we need to develop to continue successfully. On September 9, 2022, we came together as a board and staff to re-envision how this organization can best serve our community's youth as we move forward.

Through this process, we have developed a new Vision Statement, a more focused Mission Statement, clearer Values to guide our operations, and identified three key Strategic Priority Areas to focus on over the next several years. We were amazed how much these have changed since our initial statements and we are excited to use this Strategic Plan as a living document that will target our initiatives using ninety-day SMART (Specific, Measurable, Attainable, Realistic, and Timely) Goals. We are revitalized as a board and organization and our operating plan is now much more concise.



STRATEGIC PLAN 2022

OUR VISION

To be the space in our community where youth explore their passion, purpose, and potential.

OUR MISSION

To connect, engage, and empower youth.

OUR VALUE STATEMENTS

Inclusive

A safe place to be yourself.

Connected

To yourself, others, and your community.

Creative

Open to change, growth, and opportunity.

Fun

Sharing new experiences.

Our Strategic Priority Areas

Space

Awareness

Diversity





STRATEGIC PLAN 2022

STRATEGIC ASSESSMENT

Our organization has become an important space for our youth, and we are needed now more than ever. The recent pandemic has been a challenge for us all, but as we see how it has impacted our community's youth, we are cognizant that we have new challenges to address. The Estevan region is also in transition. We are moving to a clear end date for the use of coal in power production and we know this will have a tremendous impact within our community. We see both the pandemic and stress of the loss of a major industry impacting our youth.

We are confident that we will make a difference. We have already seen the positive impact we are making and are pleased to have the support of so many community partners already. We have a very strong board and passionate Executive Director. We have received great feedback from our youth and have already developed a welcoming space and diverse programming. We have come a long way in a year. We are doing something that has never been done in our community and that inspires us to recognize our strengths to be better.

We understand that there are areas we will need to continually be aware of that may impact our success. We need to ensure that we develop a group of strong volunteers, diversify our board, and grow our funding opportunities. Above all else, we need to decide how long we will commit to our current space. The space we are in is functioning but there are many things that could make it so much better. One of our first priorities will be to decide what we can feasibly do to develop this space within the time frame we will commit to, and we recognize that we need to develop our idea of the ideal space so we can capitalize on any potential properties that may arise.

We realize that we are small, but we intend to be mighty. To have that kind of impact, we recognize that our Executive Director is a team of one and is quite isolated. Development of more volunteers and working to create a strong, consistent board is essential to provide the support that the Executive Director needs until we can expand our staffing capacity. Our intent through the Strategic Planning process was to identify how we can make the work environment for our Executive Director and board more supportive, focused, and provide clear direction to our organization.

We have a long list of opportunities to focus on! The implementation of the new Strategic Plan is a great place to start. Through our facilitation session, we see new connections to make with other community organizations, local businesses, and so many more youth to reach. There are many opportunities to develop our current space and programming to better serve local youth. We will also further develop with the network of youth centers in our province to continue to utilize their mentorship. Development of more resources is also key in moving forward. There are many funding and resource opportunities that have been identified and will be explored. Overall, we see the future of the EPYC as full of promise and opportunities.



STRATEGIC PLAN 2022

Other Considerations

In the forefront of our entire process, we have been aware that projects such as these have failed in the past. From the outset, it had been a focus that this time, we must be different in our approach to building a youth centre for our community. This has been done before, but never like this! Our focus on success from the start and our identification of the impediments to success in the past have guided where we are today.

We also realize that our community is in a state of transition. As a coal transition community, we realize that the impact that the phase out of coal for power generation will have a significant influence over every aspect, including us over the next several years. Currently, we are unsure how that will evolve but we recognize there are areas that we can predict it will impact and we will continuously keep this as an area of extreme impact to watch.

Some of those impacts have already been recognized in the mental health of our community. As the future of the largest employment sector in our community undergoes unprecedented changes, we see how this uncertainty is affecting the mental health of our families and our youth. We also recognize the effect that the pandemic has had. We can see the impact in the mental health of all our citizens and in our youth, specifically in their social skills, and many areas of their mental health.





STRATEGIC PLAN 2022

Strategic Priority Areas

Space

Our board recognizes that the first decision we need to make is how long we will commit to our space. The current location is central within our community and may be even more convenient if the City of Estevan builds the proposed pedestrian overpass that would connect Affinity Place to this corner mitigating the unsafe crossing of the railway tracks. However, there are several clearly identified issues with the current space and once we determine how long we will commit to this location we can decide what will be worth updating. Some of these changes would be inexpensive to implement, such as a mural painted by the youth. Others will require more capacity such as flooring, development of a kitchen and a separate room for meetings/workspace.

At this time, this location could serve our priorities for several years. However, we will be putting together our concept of an ideal space so that we can work to develop that and know what it looks like when it comes up. Ideally, the location would include everything previously mentioned plus an outdoor space.

Awareness

There are three areas that we have identified that need to be developed in terms of awareness. First, our youth. We need to identify and develop new ways to connect with youth. These will continually need to be monitored and adjusted as our programming and space develops. Secondly, signage at our location is an issue. We have a couple opportunities and assess that this will be a quick priority to finalize. Third, another vital area to increase awareness is with stakeholders. The stakeholder engagement is also always ongoing, but we have specifically identified schools, agencies, funders, media, volunteers, and board members as the areas that we will be focusing on in the next twelve months.

The awareness amongst youth and stakeholders will also serve to strengthen our mission within our values to reach our vision. With this as our focus, we will find the most effective ways to support our community's youth with the many opportunities that the various identified stakeholders can offer.





STRATEGIC PLAN 2022

Strategic Priority Areas Continued

Diversity

Since the EPYC began, diversity has been our focus. We recognized early on that we need to reach a very diverse group of youth and to do that we would need to look at many ways to serve, attract, and support them. We also recognize that to successfully achieve that, we would need a diverse board of directors and we would need to engage many different stakeholders.

Specifically, now we turn our attention to further developing diversity in programming. Over the past twelve months, there have been many different programs and initiatives developed and it is our intent to continue to utilize the feedback we get from the youth in our community to increase the diversity in the way we reach, engage, and support them. We have also successfully put in place a core group of board members, but it is now time to reach even further for new board members from areas of our community that are not represented. We will undergo an assessment of where we need to draw from to strengthen our board and our organization.

Finally, we need to look at increasing our diversity in funding. We have successfully secured funding to become operational in the past year, but we need to seriously assess how we can secure long term financial security for our organization. Becoming a charitable organization is one step in that process which should become a reality in the next few months. This will open new funding streams and charitable status should also further increase individual donation support.

We also need to look at funding sources in several categories that may be more attractive to our stakeholders. These areas have been broken down into several categories. First, financial success would be defined as having core, long-term funding that would cover our basic operational costs. This would provide our organization with stability for our operations, staff, and programming. Secondly, project funding development would be for smaller scale or short-term initiatives that need support. These would include programming supplies, paint for the mural, flooring, kitchen renovations and even the continuous supply of snacks we need for our youth. Finally, the area of government funding needs to be explored. This funding could assist with specific initiatives, help us to hire a student, or even aid in discovering new ways that we can support our youth.





STRATEGIC PLAN 2022

Moving Forward

This Strategic Plan and the corresponding SMART Goal chart that has been developed will serve as a framework for moving this organization forward over the next several years. We have many strengths to build upon, we have identified weaknesses that we can address and are mindful of potential threats to our organization. However, above all else, we are so inspired by the opportunities that lie ahead and how we can develop those to better engage and support our community's youth.

There is a lot of work to do over the next several years, but we are proud of the strong foundation that is being built to ensure success. We are also inspired by the work we have done through the Strategic Plan process and the Strategic Priority Areas that we will focus on to strengthen operations. The Values we developed will guide our board, our staff, our team of volunteers and our youth participants. They will also communicate our community to our commitment of how we are going to operate with all the EPYC stakeholders. Ultimately, our Mission to connect, engage, and empower youth will drive our organization to be *the* space in our community where youth explore their passion, purpose, and potential.

