

Kahnawà:ke Youth Center

KAHNAWÀ:KE
YOUTH CENTER



Strategic Plan
2023-2026

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BACKGROUND AND OBJECTIVES

About Kahnawà:ke Youth Center

The Kahnawà:ke Youth Center (KYC) was established in 1972 as the Caughnawage Boys and Girls Club and remains a “vital service to the community”.

Over the last 50 years, KYC has maintained its vision and mission in offering recreational, sports, fitness, educational and cultural programs. Below is a highlight of KYC’s offering:

- Youth and adults alike benefit from a multitude of services, programs and events.
- The Center also offers traditional Iroquois cultural teaching.
- Kahnawa’keró:non are kept involved through large scale community events.

Strategic Planning

KYC has not had the opportunity to conduct a strategic planning exercise in many years.

The organization has a strong desire to cater to the community’s evolving needs (with focus on the needs of 6–17-year-olds) and has recently acquired new funding that creates significant opportunity for growth.

The objective of the 2023-2026 Strategic Plan is to ensure continued alignment between KYC’s offerings and community needs. The opinions of the community are of utmost importance in charting KYC’s path forward. The main stakeholders that were consulted in the development of this plan included Teens, Parents of Youth, Community Members, Executive Directors Committee organizations, Staff, and Board of Directors.

Strategy Working Group

For this project, KYC assembled a highly effective Strategy Working Group consisting of Wahsontii Montour, Kayla Higgins, and Kyle Zacharie. Their exceptional cooperation, guidance, and support have played a crucial role in the development of this Strategic Plan. The Strategy Working Group actively participated in the planning, reviewing, and execution of all project components, ensuring a comprehensive and well-rounded approach.

The collaborative efforts of the KYC Strategy Working Group, alongside the expertise and support provided by the BDO Consulting Team, have been pivotal in shaping this Strategic Plan thus empowering KYC to advance its mission and effectively meet the needs of the community.



EXECUTIVE SUMMARY

2023-2026 Areas of Focus

The 2023-2026 Strategic Plan is structured around five areas of focus. Over the next three years KYC endeavors to achieve the following Strategic Goals:



- **Goal 1: Foster a Positive, Inclusive Work Culture Focused on Wellness and Development**

- *Description: Cultivate a harmonious, supportive, and thriving work culture that benefits both employees and the organization as a whole. Foster a culture where individuals feel supported, valued, and motivated to perform their best.*



- **Goal 2: Expand the Facility to Meet the Community's Evolving Needs**

- *Description: Make physical or structural modifications to the existing facility or new construction in order to accommodate and address the changing wants and needs of the community. (Ex: Aquatics center, Teen Zone)*



- **Goal 3: Explore Programming to Meet the Community's Evolving Needs**

- *Description: Plan, design and implement new programs or initiatives that are designed to address the evolving wants and needs of the community. This involves actively evaluating current programming and seeking opportunities to offer relevant and impactful services.*



- **Goal 4: Strengthen Marketing, Communications & Branding**

- *Description: Increase and improve marketing efforts, including strategies, activities, communication channels and brand identity. This involves developing a more effective and cohesive approach to reach target audiences, convey key messages, and build a positive and recognizable brand image.*



- **Goal 5: Explore Additional Sources for Future and Long-Term Funding**

- *Description: Explore new and diverse funding sources and opportunities to ensure budget optimization and long-term sustainability.*

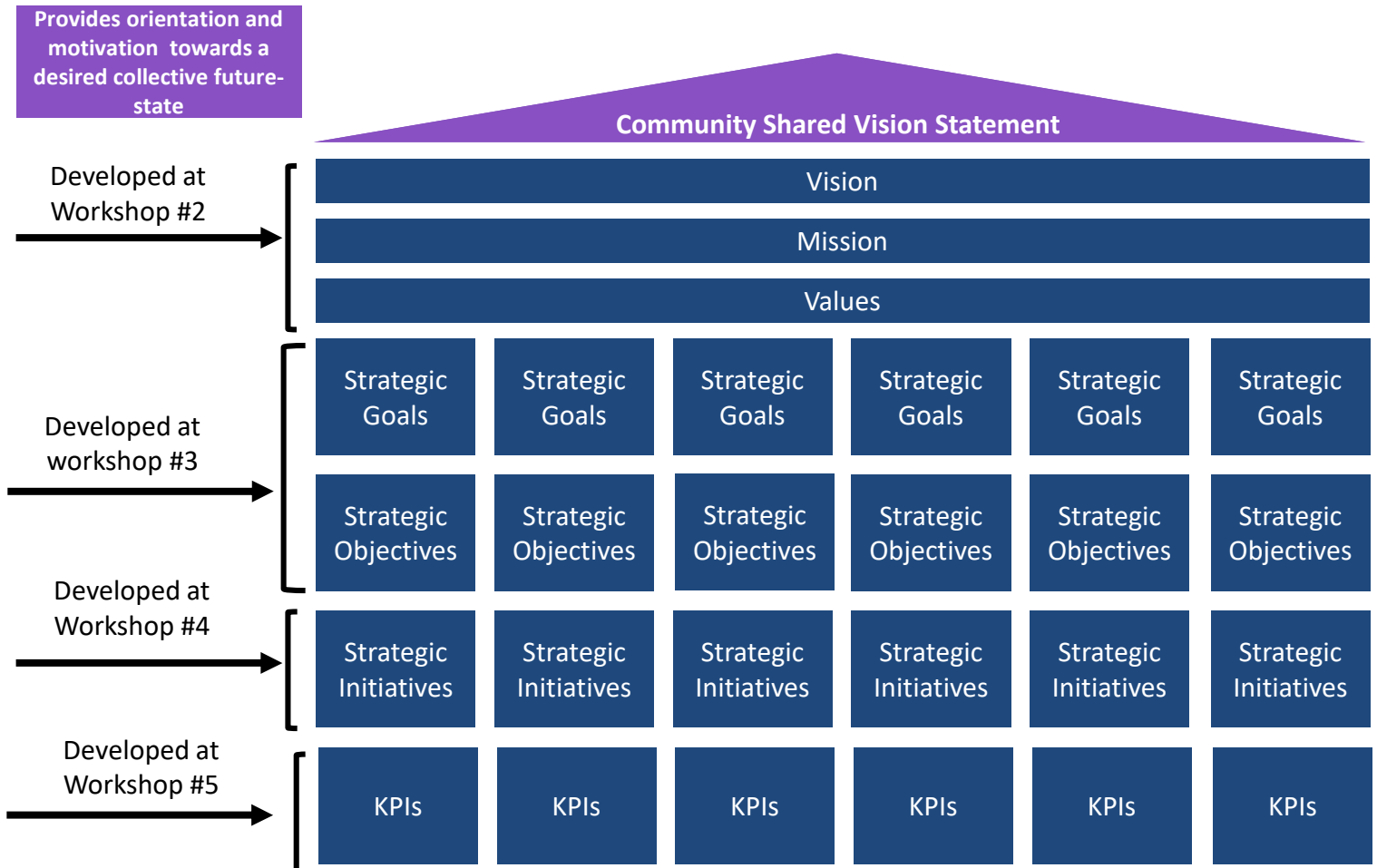
The priorities outlined in this document have been informed by a comprehensive process of gathering input from various stakeholders. This included conducting focus groups and consultation workshops with internal stakeholders such as Staff and the Board of Directors. Additionally, we actively engaged Teens, Parents of Youth, and Community Members at large through surveys to ensure their perspectives were included in the strategic direction. This inclusive approach allowed us to align the strategic priorities with the feedback and needs of the key individuals and groups impacted by KYC's initiatives. By incorporating their valuable insights, we have ensured that the Strategic Plan reflects the collective aspirations and requirements of our diverse stakeholder community.

The discussions resulted in the identification of:

- 5 Strategic Goals
- 15 Strategic Objectives
- 45 Strategic Initiatives
- 23 Key Success Measures

STRATEGIC PLANNING WIREFRAME

Below is the Strategy Wireframe that was used to build and present the KYC Strategic Plan.



Community Shared Vision Statement Guided KYC’s Strategic Plan

The development of the KYC Strategic Plan was guided by the Community Shared Vision, as reflected in the Strategy Wireframe. The community prioritizes strong family connections, elder admiration, and child safety, with an emphasis on holistic well-being (see Community Shared Vision on next page) and KYC acknowledges its role in achieving this vision.

This alignment with the Community Shared Vision was further reinforced through stakeholder feedback, particularly during the formulation of KYC’s Vision, Mission, and Values. By incorporating these insights, the Strategic Plan embodies the collective aspirations of the community and establishes a solid foundation for KYC’s future endeavours and opportunities for KYC to actively participate in the Vision.

COMMUNITY SHARED VISION

In 2029, Kahnawà'kehó:non know, understand and live our roles and responsibilities as Onkwéhón:we. Onkwéhónwehnéha (Kanién'kéha) is the main language of communication in the home and community. Through our language and the daily practice of our culture we promote our strong collective identity. Kaianere'kó:wa, with its teachings of Skén:nen, Ka'satsténhséra and Ka'nikonhrí:io, is our guiding principle.

Kahnawà:ke is a socially, politically and spiritually unified community. All Kahnawà'kehó:non respectfully co-exist harmoniously and peacefully in a clean and safe environment. We are a community of close-knit families maintaining our connection with each other; where elders are admired, treasured and called upon; where children are safe, provided guidance and loved. We are well on the path to healthy mind, body and spirit. We live and teach our spirituality through our ceremonies and festivals as a way of elevating our spirit.

Kahnawà:ke is an independent self-governing community in control of our opportunities. All people are treated equally. The people are the government and have a voice in the direction of the future. We are an economically self-sufficient community with an expanded land base, where individuals are provided opportunities and encouraged to succeed. All Kahnawà'kehó:non are well- and fully-educated in mainstream and Onkwéhón:we philosophies, confident in who we are.

We live in respectful co-existence with the peoples of the world and Mother Earth. We protect and defend our determination and territory with decisions based on our principles. We are proud and confident about our future.

Presented by the Visioning Committee on December 7, 2009

STRATEGIC PLANNING APPROACH

The Strategic Planning process consisted of a 4-phased approach of Launch, Environmental Scan, Strategy Development, and Reporting. The Environmental Scan included interviews, focus groups, extensive secondary research to inform the strategic plan and ensure alignment on the strategic direction. The Strategy Development phase was comprised of workshops and surveys. This approach ensured that stakeholders' feedback and needs were captured throughout the process in an inclusive manner.

Below is an overview of the objectives of the interviews and focus groups:

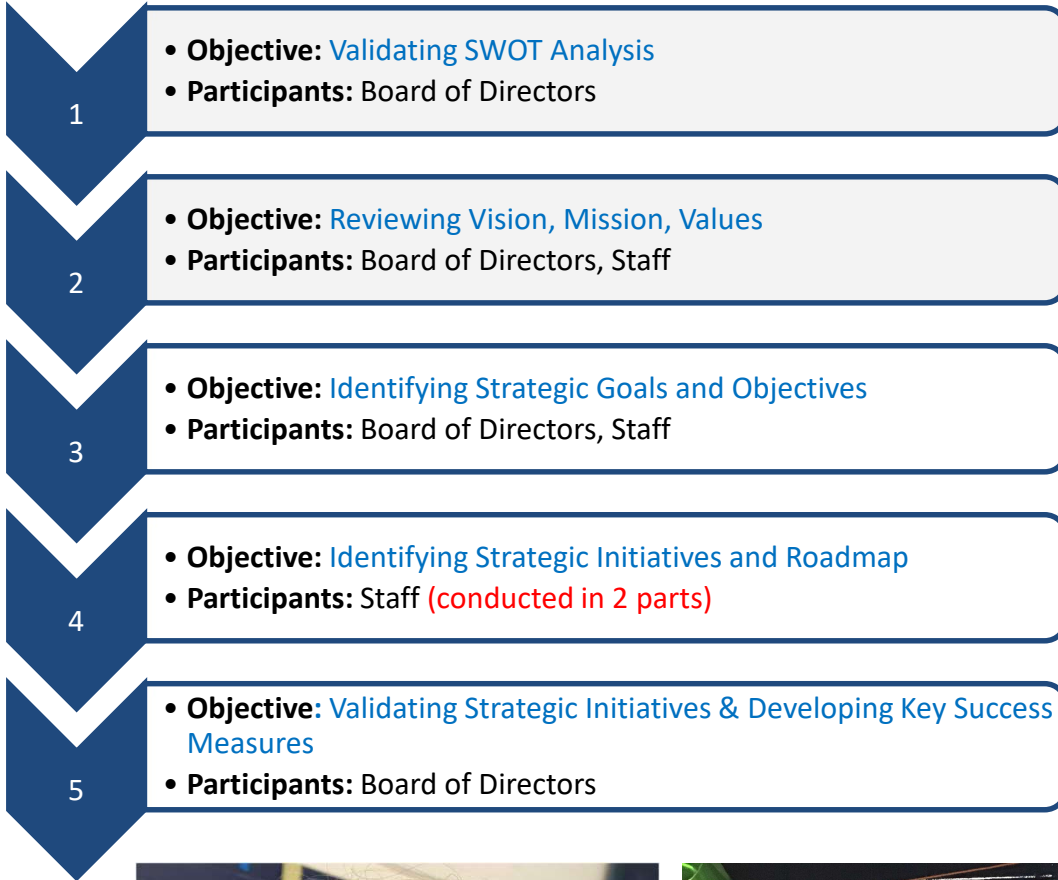
	Stakeholder Group	Interview	Objective
1	Program Manager, Executive Director	Interview #1 (2 people)	Understanding current strategic environment: identifying opportunities, challenges, issues and constraints
2	MCK Director of Sports and Recreation	Interview #2 (Individual)	
3	Executive Directors of EDC	Interview #3 (9 people)	
	Stakeholder Group	Focus Group	Objective
1	Staff Program Animators & Instructors	Focus Group #1 (25-30 people)	Gather feedback and inform Draft Strategic Plan. Understand their perspective on KYC and how it fulfills its mission and vision, as well as its core operations and services.
2	Teens	Focus Group #2 (6-10 people)	



STRATEGIC PLANNING (CONTINUED)

Below is an overview of the objectives of the workshops and surveys:

Workshops



Surveys

Objective: Ensure alignment on responses

Participants:
✓ Surveys: Parents of Youth; Community at Large; Teens



STRATEGIC THEMES

Based on input from consultations, six themes were identified and leveraged to develop Strategic Goals and Objectives. Below is a summary of the Strategic Themes and their descriptions.



SAFE, QUALITY EXTRACURRICULARS

KYC should continue to provide safe, fun, structured, quality, extracurricular activities (outside of school and home) for kids to engage in to expand their mind and wellness.



HEALTHY LIFESTYLES

KYC is well positioned to encourage healthy lifestyles in families as a whole and provide an avenue and access to healthy activities.



CULTURE AND LANGUAGE

KYC has an opportunity to expand and enhance knowledge and understanding of cultural and traditional activities within its programming.



STAFF WELLNESS

KYC needs to protect staff and improve staff communications, training and team bonding to ensure positive and effective staff cooperation.



COMMUNICATION & MARKETING

KYC needs to employ creative marketing channels to reach those on and off social media and improve communications internally & externally.



EXPANSION OF PROGRAMMING & SERVICES

KYC should explore outside-the-box ideas and expand current services to attract new clientele and better serve the community.



GUIDING PRINCIPALS

Based on input from staff, five guiding principals were identified. These principals were essential to the development of the strategic plan.

FAMILY ORIENTED

- We focus on wellness in families, and provide an avenue and access to healthy activities.
- We create a positive, family-oriented work environment for our staff.

INCLUSIVITY/ACCESSIBILITY

- We provide equal access to opportunities and resources for community members who might otherwise be excluded, such as those having physical or intellectual disabilities.

CULTURE & LANGUAGE

- We strive to expand and enhance knowledge and understanding of cultural and traditional activities within our programming.

COLLABORATION & PARTNERSHIPS

- We enable staff to work together to achieve a defined and common purpose and cooperate with community to ensure services meet community needs.

ACCOUNTABILITY

- We are reliable, trustworthy, and can be counted on to fulfill our commitments to the community and to our partners.



OUR VISION

KYC is the leader in accessible recreational programming and services in Kahnawà:ke, prioritizing community wellness needs and trends. We envision an optimistic future with inclusive participation and culturally-rooted programming, strengthened by our partnerships.

OUR MISSION

KYC offers diverse community-focused recreational programs & services in an inclusive, comfortable, and fun environment that fosters healthy family units, growth and creativity.

OUR VALUES

- **Community-driven**
- **Culturally-guided**
- **Fun**
- **Respectful**
- **Safe**



OUR STRATEGIC PLAN: SETTING THE STAGE

The KYC Strategic Plan 2023-2026 creates the founding principles and priorities to focus on in order to efficiently serve the community.

1. FOSTER A POSITIVE, INCLUSIVE WORK CULTURE FOCUSED ON WELLNESS AND DEVELOPMENT
Cultivate a harmonious, supportive, and thriving work culture that benefits both employees and the organization as a whole. Foster a culture where individuals feel supported, valued, and motivated to perform their best.

2. EXPAND THE FACILITY TO MEET THE COMMUNITY'S EVOLVING NEEDS

Make physical or structural modifications to the existing facility or new construction in order to accommodate and address the changing wants and needs of the community. (Ex: Aquatics center, Teen Zone)

3. EXPLORE PROGRAMMING TO MEET THE COMMUNITY'S EVOLVING NEEDS

Plan, design and implement new programs or initiatives that are designed to address the evolving wants and needs of the community. This involves actively evaluating current programming and seeking opportunities to offer relevant and impactful services.

4. STRENGTHEN MARKETING, COMMUNICATIONS & BRANDING

Increase and improve marketing efforts, including strategies, activities, communication channels and brand identity. This involves developing a more effective and cohesive approach to reach target audiences, convey key messages, and build a positive and recognizable brand image.

5. EXPLORE ADDITIONAL RESOURCES FOR FUTURE AND LONG-TERM FUNDING

Explore new and diverse funding sources and opportunities to ensure budget optimization and long-term sustainability.



The plan in the following pages details **Strategic Objectives, Strategic Initiatives** and **Key Success Measures** related to the **Strategic Goals** shown above.

➤ **Strategic Goals**

Strategic goals describe broad primary outcomes; the overall desired states that result from the strategies undertaken to achieve them.

➤ **Strategic Objectives**

Strategic Objectives are measurable steps taken to achieve a strategy; they help convert the broad vision into more specific plans and projects.

➤ **Strategic Initiatives**

Strategic Initiatives are the means through which an organization translates its goals and visions into practice.

➤ **Key Success Measures**

Key Success Measures are the quantitative metrics linked to the strategic objectives and initiatives.



1. Foster a Positive, Inclusive Work Culture Focused on Wellness and Development

Strategic Objectives

- Invest in staff development/training to motivate staff to perform their best.
- Create better team cohesion as a whole, and also within the different programs (team collaboration) to cultivate a harmonious workplace.
- Adopt a trauma-informed approach in managing the workforce and how staff interact with members.

Initiatives (How will this direction be achieved?)

Initiative(s)	Responsible*	Target Completion Date**
• <i>Assess the wants & needs of staff development</i>	• <i>Management</i>	• <i>Year 1</i>
• <i>Develop a training plan, develop Standard Operating Procedures (SOPs) and set benchmarks (base level for staff for all positions)</i>	• <i>Operations Manager</i>	• <i>Year 1</i>
• <i>Implement the training plan linked with performance management</i>	• <i>Operations Manager</i>	• <i>Year 2</i>
• <i>Develop an orientation plan/onboarding package</i>	• <i>Management</i>	• <i>Year 2</i>
• <i>Partner with like-minded organizations for niche training</i>	• <i>Operations Manager</i>	• <i>Year 2</i>
• <i>Milestone recognition (years of service) program</i>	• <i>Management</i>	• <i>Year 2</i>
• <i>Establish a social committee</i>	• <i>Executive Director</i>	• <i>Year 1</i>
• <i>Develop yearly social calendar to meet Goals & Objectives within defined budget</i>	• <i>Social committee</i>	• <i>Year1</i>
• <i>Establish (quarterly) goals & objectives for each program area to foster team cohesiveness</i>	• <i>Program Manager (in collaboration with all staff)</i>	• <i>Year 1 to establish ; ongoing for completion</i>
• <i>Establish a weekly program area meeting</i>	• <i>Program Manager</i>	• <i>Year 1</i>
• <i>Establish a quarterly all staff meeting</i>	• <i>Executive Director</i>	• <i>Year 1</i>

*Team/ Position

**Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)



1. Foster a Positive, Inclusive Work Culture Focused on Wellness and Development (Continued)

Initiative(s)	Responsible*	Target Completion Date**
<ul style="list-style-type: none"> Establish a monthly all-program meeting 	<ul style="list-style-type: none"> Program Manager 	<ul style="list-style-type: none"> Year 1
<ul style="list-style-type: none"> Plan a trauma-informed training for staff, management and Board 	<ul style="list-style-type: none"> Management 	<ul style="list-style-type: none"> Year 2
<ul style="list-style-type: none"> Implement & evaluate trauma-informed practices 	<ul style="list-style-type: none"> Management 	<ul style="list-style-type: none"> Year 2 to implement and Year 3 to evaluate

Key Success Measures

- Employee retention
- Employee engagement (measured by a survey or informal feedback gathering)
- Staff wellness (measured by a survey or informal feedback gathering)
- Performance appraisal
- Establishment of an integrated onboarding and training plan which delivers a valuable learning experience and professional staff



*Team/ Position

**Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

2. Expand the Facility to Meet the Community’s Evolving Needs



Strategic Objectives

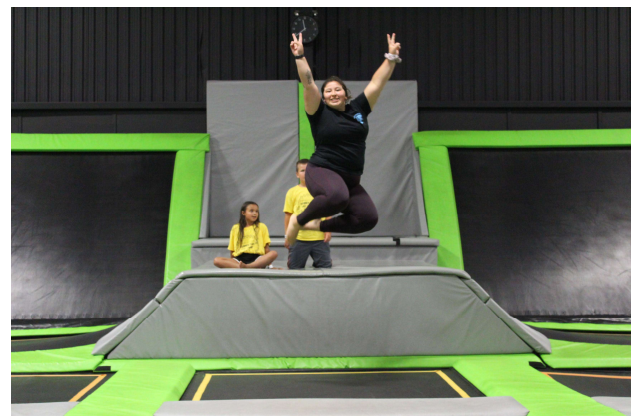
- Increase accessibility to the building.
- Expand and renovate the facility.
- Explore opportunities to make the building more aesthetically pleasing.

Initiatives (How will this direction be achieved?)

Initiative(s)	Responsible*	Target Completion Date**
• Conduct a study to assess the current facility’s accessibility limitations	• Executive Director	• Year 1
• Take actions to address findings of facility assessment (remove barriers, improve mobility)	• Executive Director	• Year 2 & 3
• Conduct a community consultation to establish the needs and wants of Kahnawà:kehró:non (Ex: Aquatics center, Teen Zone)	• Executive Director	• Year 1
• Perform a feasibility/related studies (ex: geo-technical barriers)	• Executive Director	• Year 2
• Establish building beautification plan	• Executive Director	• Year 1
• Implement beautification plan	• Executive Director	• Year 2

Key Success Measures

- Increased membership and participation of all member segments, including those with accessibility limitations, particularly new members having joined within the last 12 months
- Community needs assessment conducted and top 5 needs addressed
- Beautification plan completed and greater satisfaction from members about look of building
- Feasibility study conducted to maximize expansion potential



*Team/ Position

**Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)



3. Explore Programming to Meet the Community’s Evolving Needs

Strategic Objectives

- Provide diverse quality programming for all community members - making sure programming is geared towards the right demographics.
- Enhance integration of culture and traditions into programs and services.
- Ensure programming appeals to all demographics (example: for introverts, special needs, etc.).
- Explore collaborations with surrounding communities for exchanges and/or to provide new services.

Initiatives (How will this direction be achieved?)

Initiative(s)	Responsible*	Target Completion Date**
• <i>Create/develop a tool to evaluate current programming annually</i>	• <i>Program Manager</i>	• <i>Year 1</i>
• <i>Implement the evaluation tool</i>	• <i>Program Manager</i>	• <i>Ongoing</i>
• <i>Standardize pilot programs to ensure consistency and data-driven decisions to improve the overall programming offered.</i>	• <i>Program Manager</i>	• <i>Year 1</i>
• <i>Annually explore/evaluate new programs, events, and opportunities for partnerships (Need to be innovative)</i>	• <i>Team Leads</i> • <i>Program Manager</i>	• <i>Year 1</i>
• <i>Develop a member/user policy</i>	• <i>Management</i>	• <i>Year 1 then on-going</i>
• <i>Hire staff for language and cultural integrated programming</i>	• <i>Management</i>	• <i>Year 2</i>
• <i>Develop Tsi Niionkwanihòten (our ways) integration plan</i>	• <i>New hire</i> • <i>Management</i>	• <i>Year 2 then on-going</i>
• <i>Explore partnerships with organizations that have existing language and cultural-related resources</i>	• <i>New hire</i>	• <i>Year 3</i>
• <i>Hire behavior technicians for inclusion in programming</i>	• <i>Management</i>	• <i>Year 1</i>
• <i>Explore new programming options to appeal to all demographics</i>	• <i>Program Manager</i>	• <i>Year 2</i>

*Team/ Position

**Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)



3. Explore Programming to Meet the Community’s Evolving Needs (Continued)

Initiative(s)	Responsible*	Target Completion Date**
<ul style="list-style-type: none"> Explore potential impact of adding specialists in programming 	<ul style="list-style-type: none"> Management 	<ul style="list-style-type: none"> Year 3 (or next strategic plan)
<ul style="list-style-type: none"> Network with different surrounding communities & establish/solidify partnerships with quarterly connects 	<ul style="list-style-type: none"> Travel & Exchanges 	<ul style="list-style-type: none"> Year 2

Key Success Measures

- Member satisfaction (measured by a survey to include language & culture, impact for hired professionals, etc.)
- Community recognition of KYC’s programming excellence via community feedback (formal or informal)
- Number of exchanges/services through existing and new partnerships with surrounding communities that reflect community feedback
- Number of implemented language & cultural-related programming



*Team/ Position

**Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

4. Strengthen Marketing, Communications & Branding



Strategic Objectives

- Improve internal communications: ensure clear and concise communication and consistent messaging that will strengthen trust among internal stakeholders and help minimize misunderstandings.
- Increase visibility of KYC, raise awareness of the offered programs and services and attract new members.
- Define brand identity to increase recognition.

Initiatives (How will this direction be achieved?)

Initiative(s)	Responsible*	Target Completion Date**
<ul style="list-style-type: none"> • <i>Develop an internal marketing plan</i> 	<ul style="list-style-type: none"> • <i>Management</i> • <i>Social Media & Communications Coordinator</i> 	<ul style="list-style-type: none"> • <i>Year 1</i>
<ul style="list-style-type: none"> • <i>Develop templates/consistency for internal communications</i> 	<ul style="list-style-type: none"> • <i>Social Media & Communications Coordinator</i> 	<ul style="list-style-type: none"> • <i>Year 1</i>
<ul style="list-style-type: none"> • <i>Establish a bi-weekly all staff communication channel/forum (ex: internal newsletter for news & updates)</i> 	<ul style="list-style-type: none"> • <i>Social Media & Communications Coordinator</i> 	<ul style="list-style-type: none"> • <i>Year 1</i>
<ul style="list-style-type: none"> • <i>Develop Standard Operating Procedures (SOPs) to identify and implement the required technological tools to enhance communication efforts</i> 	<ul style="list-style-type: none"> • <i>Executive Director</i> 	<ul style="list-style-type: none"> • <i>Year 2</i>
<ul style="list-style-type: none"> • <i>Develop marketing campaigns, outreach initiatives, or partnerships to raise awareness and attract individuals who were previously unaware of or unengaged with the organization, while actively tracking the sources through which members learned about KYC</i> 	<ul style="list-style-type: none"> • <i>Social Media & Communications Coordinator</i> 	<ul style="list-style-type: none"> • <i>Year 1</i>

*Team/ Position

**Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

4. Strengthen Marketing, Communications & Branding (Continued)



Initiative(s)	Responsible*	Target Completion Date**
<ul style="list-style-type: none"> Develop an external marketing plan 	<ul style="list-style-type: none"> Social Media & Communications Coordinator Management 	<ul style="list-style-type: none"> Year 1
<ul style="list-style-type: none"> Implement the external marketing plan 	<ul style="list-style-type: none"> Social Media & Communications Coordinator 	<ul style="list-style-type: none"> Year 2 & 3
<ul style="list-style-type: none"> Evaluate the external marketing plan 	<ul style="list-style-type: none"> Social Media & Communications Coordinator Management 	<ul style="list-style-type: none"> Year 3
<ul style="list-style-type: none"> Establish branding protocols/guidelines 	<ul style="list-style-type: none"> Social Media & Communications Coordinator Executive Director Board of Directors 	<ul style="list-style-type: none"> Year 1

Key Success Measures

- Improved communications (measured by employee satisfaction survey)
- Increased membership
- Member satisfaction (measured by a survey to include feedback on marketing, brand, etc.)
- Internal marketing plan implemented, more channels leveraged, and impact tracked/measured accordingly (survey)
- External marketing plan implemented & evaluated
- Increase in brand recognition (social media clicks, mentions, etc.)



*Team/ Position

**Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

5. Explore Additional Sources for Future and Long-Term Funding



Strategic Objectives

- Implement a financial management process to ensure budget optimization; i.e., proactive resource (re)-allocation, forecasting and reporting.
- Identify new funding sources and maximize fundraising.

Initiatives (How will this direction be achieved?)

Initiative(s)	Responsible*	Target Completion Date**
<ul style="list-style-type: none"> • <i>Conduct quarterly assessments of budget to track, analyze, and forecast allocations to drive spending and cost reduction while maximizing value</i> 	<ul style="list-style-type: none"> • <i>Executive Director</i> 	<ul style="list-style-type: none"> • <i>Ongoing</i>
<ul style="list-style-type: none"> • <i>Create and hire a development position</i> 	<ul style="list-style-type: none"> • <i>Management</i> 	<ul style="list-style-type: none"> • <i>Year 2</i>
<ul style="list-style-type: none"> • <i>Apply for Not-For-Profit and charity number to expand fundraising eligibility</i> 	<ul style="list-style-type: none"> • <i>New hire</i> • <i>Executive Director</i> • <i>Board of Directors</i> 	<ul style="list-style-type: none"> • <i>Year 2</i>
<ul style="list-style-type: none"> • <i>Explore funding opportunities, including avenues for diversification</i> 	<ul style="list-style-type: none"> • <i>New hire</i> 	<ul style="list-style-type: none"> • <i>Year 2 then on-going</i>

Key Success Measures

- Budget/Capital allocation efficiency (measured by variance between actual and budget)
- Number of new funding opportunities
- Amount of new funding & range/variety of funding sources (diversification)
- Not-for-profit & charitable foundation number established



*Team/ Position

**Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

STRATEGIC INITIATIVES MAPPING

Target Completion Date*


Goal	Initiatives	Year 1	Year 2	Year 3
 <p>1. Foster a Positive, Inclusive Work Culture Focused on Wellness and Development</p>	<ul style="list-style-type: none"> Assess the wants & needs of staff development 			
	<ul style="list-style-type: none"> Develop a training plan, develop Standard Operating Procedures (SOPs) and set benchmarks (base level for staff for all positions) 			
	<ul style="list-style-type: none"> Implement the training plan linked with performance management 			
	<ul style="list-style-type: none"> Develop an orientation plan/onboarding package 			
	<ul style="list-style-type: none"> Partner with like-minded organizations for niche training 			
	<ul style="list-style-type: none"> Milestone recognition (years of service) program 			
	<ul style="list-style-type: none"> Establish a social committee 			
	<ul style="list-style-type: none"> Develop yearly social calendar to meet Goals & Objectives within defined budget 			
	<ul style="list-style-type: none"> Establish (quarterly) goals & objectives for each program area to foster team cohesiveness 			
	<ul style="list-style-type: none"> Establish a weekly program area meeting 			
	<ul style="list-style-type: none"> Establish a quarterly all staff meeting 			
	<ul style="list-style-type: none"> Establish a monthly all-program meeting 			
	<ul style="list-style-type: none"> Plan a trauma-informed training for staff, management and Board 			
	<ul style="list-style-type: none"> Implement & evaluate trauma-informed practices 			

*Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

Note: a lighter shade box indicates ongoing efforts beyond the target completion date.

STRATEGIC INITIATIVES MAPPING

Target Completion Date*

Goal	Initiatives	Year 1	Year 2	Year 3
 <p>2. Expand the Facility to Meet the Community's Evolving Needs</p>	<ul style="list-style-type: none"> Conduct study to assess the current facilities' accessibility limitations 			
	<ul style="list-style-type: none"> Take actions to address findings of facility assessment (remove barriers, improve mobility) 			
	<ul style="list-style-type: none"> Conduct a community needs assessment 			
	<ul style="list-style-type: none"> Perform a feasibility/related studies (ex: geo-technical barriers) 			
	<ul style="list-style-type: none"> Establish building beautification plan 			
	<ul style="list-style-type: none"> Implement beautification plan 			



*Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

Note: a lighter shade box indicates ongoing efforts beyond the target completion date.

STRATEGIC INITIATIVES MAPPING

Target Completion Date*


Goal	Initiatives	Year 1	Year 2	Year 3
 <p>3. Explore Programming to Meet the Community's Evolving Needs</p>	<ul style="list-style-type: none"> Create/develop a tool to evaluate current programming annually 			
	<ul style="list-style-type: none"> Implement the evaluation tool 			
	<ul style="list-style-type: none"> Standardize pilot programs to ensure consistency and data-driven decisions to improve the overall programming offered 			
	<ul style="list-style-type: none"> Annually explore/evaluate new programs and events & opportunities for partnerships (Need to be innovative) 			
	<ul style="list-style-type: none"> Develop a member/user policy 			
	<ul style="list-style-type: none"> Hire staff for language and cultural integrated programming 			
	<ul style="list-style-type: none"> Develop Tsi Niionkwanihòten (our ways) integration plan 			
	<ul style="list-style-type: none"> Explore partnerships with organizations that have existing language and cultural-related resources 			
	<ul style="list-style-type: none"> Hire behavior technicians for inclusion in programming 			
	<ul style="list-style-type: none"> Explore new programming options to appeal to all demographics 			
	<ul style="list-style-type: none"> Explore potential impact of adding specialists in programming 			
	<ul style="list-style-type: none"> Network with different surrounding communities & establish/solidify partnerships with quarterly connects 			

*Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

Note: a lighter shade box indicates ongoing efforts beyond the target completion date.

STRATEGIC INITIATIVES MAPPING

Target Completion Date*


Goal	Initiatives	Year 1	Year 2	Year 3
 <p>4. Strengthen Marketing, Communications & Branding</p>	<ul style="list-style-type: none"> Develop an internal marketing plan 			
	<ul style="list-style-type: none"> Develop templates/consistency for internal communications 			
	<ul style="list-style-type: none"> Establish a bi-weekly all staff communication channel/forum (ex: internal newsletter for news & updates) 			
	<ul style="list-style-type: none"> Develop Standard Operating Procedures (SOPs) to identify and implement the required technological tools to enhance communications efforts 			
	<ul style="list-style-type: none"> Develop marketing campaigns, outreach initiatives, or partnerships to raise awareness and attract individuals who were previously unaware of or unengaged with the organization, while actively tracking the sources through which members learned about KYC 			
	<ul style="list-style-type: none"> Develop an external marketing plan 			
	<ul style="list-style-type: none"> Implement the external marketing plan 			
	<ul style="list-style-type: none"> Evaluate the external marketing plan 			
	<ul style="list-style-type: none"> Establish branding protocols/guidelines 			

*Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

Note: a lighter shade box indicates ongoing efforts beyond the target completion date.

STRATEGIC INITIATIVES MAPPING

Target Completion Date*

Goal	Initiatives	Year 1	Year 2	Year 3
 <p>5. Explore Additional Sources for Future and Long-Term Funding.</p>	<ul style="list-style-type: none"> Conduct quarterly assessments of budget to track, analyze, and forecast allocations to drive spending and cost reduction while maximizing value 			
	<ul style="list-style-type: none"> Create/hire a development position 			
	<ul style="list-style-type: none"> Apply for Not-For-Profit # and charity # to expand fundraising eligibility 			
	<ul style="list-style-type: none"> Explore funding opportunities, including avenues for diversification 			



*Fiscal Y1 (2023-2024), Y2 (2024-2025), Y3 (2025-2026)

Note: a lighter shade box indicates ongoing efforts beyond the target completion date.

NEXT STEPS

In order to effectively implement the 2023-2026 Strategic Plan, we have identified the need for more detailed action planning by the team and an annual strategy refresh to ensure accountability and monitor the progress of the initiatives. The following steps will guide our approach:

Team Action Planning

- Each team within KYC will be responsible for developing their own action plans that align with the Strategic Initiatives outlined in the strategic plan. These action plans will provide a more detailed approach to execute the specific initiatives and achieve their respective goals. Team Leads will collaborate with their teams to outline key tasks and resource requirements to achieve the desired outcomes and track progress with the identified key success measures.

Cross-Team Collaboration

- While individual teams will have their specific detailed action plans, it is crucial to foster collaboration and coordination across teams. Regular communication channels, such as meetings, cross-functional teams, and project management tools, will be established to facilitate information sharing, synergy, and collective problem-solving. This approach will ensure that the various initiatives are integrated seamlessly and contribute to the overall objectives of KYC.

Annual Strategy Refresh and Evaluation

- As part of our commitment to continuous improvement, an annual refresh session will be conducted to revisit the strategic plan's objectives, initiatives, and action plans. This session will serve as an opportunity to assess the progress made, identify any challenges or adjustments needed, and incorporate new insights or emerging trends. By conducting this annual evaluation, we can ensure that our strategic plan remains relevant, and aligned with the evolving needs of our organization and the community.

Flexibility and Adaptability

- While the strategic plan provides a comprehensive framework, it is essential to remain flexible and adaptable to changing circumstances. External factors, internal feedback, and unforeseen challenges may necessitate adjustments to our initiatives or timelines. Regular reviews and strategic discussions will allow us to respond effectively and make informed decisions that uphold the integrity and effectiveness of our strategic plan.

By undertaking these next steps, we are confident that KYC will be well-positioned to achieve our vision and make a lasting impact on the Kahnawà:ke community.

MESSAGE FROM THE BDO PROJECT TEAM

Dear KYC Team,

As the consulting project team, we wanted to take a moment to express our heartfelt appreciation for the opportunity to work with you on this mandate. It has been a truly enriching experience collaborating with the Kahnawà:ke Youth Center, and we have thoroughly enjoyed every step of the journey.

Throughout the project, your team's dedication, openness to new ideas, and commitment to going above and beyond have been truly impressive. The effective collaboration between our teams has played a pivotal role in the project's success. We are grateful for the trust you placed in us and for actively involving us in your strategic planning exercise. It is our sincere belief that the strategies and initiatives developed will contribute to your continued success and propel KYC towards even greater heights.

Should you require any further support in the future, we would be more than happy to continue our partnership or offer our expertise whenever needed. Once again, thank you for choosing us as your consulting partner, and we sincerely appreciate the opportunity to work with the Center and we wish you continued success.

Warmest regards,



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MESSAGE FROM BOARD CHAIR

Dear Team,

I am thrilled to present to you our long-awaited Three-Year Strategic Plan for the Kahnawà:ke Youth Center. This comprehensive blueprint outlines our vision, objectives, and strategic initiatives for the upcoming years, serving as a guide to propel us forward and maximize our impact on the lives of the youth and members we are dedicated to supporting.

After months of collaborative efforts, gathering input from our energetic youth, talented staff, engaged board members, and collaborative community stakeholders, I am confident that this document encapsulates our shared aspirations and reflects the essence of our organization's mission. It sets a clear direction for us to navigate the evolving landscape of wellbeing, empowerment and support.

This Strategic Plan builds upon the foundation of our past achievements and leverages the lessons learned from our collective experiences. It outlines our strategic priorities and provides a roadmap for allocating our resources effectively, enhancing our programs, and expanding our reach within the community. By aligning our efforts and focusing our energies, we can make a lasting difference in the lives of countless young individuals and community members.

I encourage each one of you to review the 2023-2026 Strategic Plan thoroughly. It represents a shared commitment to our mission and will guide our decision-making processes moving forward. Your feedback, insights, and expertise are invaluable as we embark on this transformative journey together.

I would like to express my deepest gratitude to everyone who contributed to the development of this strategic plan. Your dedication, passion, and unwavering belief in the potential of our youth and community have made this milestone achievement possible.

Let us unite behind this roadmap and work collaboratively to bring our Strategic Goals to fruition. Together, we can create a brighter future for the youth and members we serve, empowering them to overcome challenges, seize opportunities, and become catalysts for positive change in our community.

Thank you for your continued commitment and support. I look forward to embarking on this transformative journey with each of you!

Warm regards,
Mackenzie Kirby