

# A NEW DIRECTION FOR YESS

**YESS Vision, Mission  
and 5-Year Road Map**

**YESS**  
youth empowerment & support services



# A NEW DIRECTION

---

Since 1981, YESS has been evolving in how we understand and improve our support of youth.

In 2017, we identified that untreated trauma is a major causal barrier in youth success and wellbeing. Over the last seven years, we re-positioned our organization to focus on understanding trauma and supporting youth on their healing journey, resulting in better outcomes for youth. These changes include:

- **Building an in-house Wellness Integration Team** of psychologists and support practitioners to provide trauma-informed youth crisis stabilization and mental health education, to support front-line youth workers in crisis support and post-crisis healing, as well as programming and connections to cultural, identity, and spiritual supports for youth.
- **Co-founding the Youth Agency Collaboration** and helping to bring together more than 30 youth serving agencies (and growing) to create a connected and collaborative

strategy for youth wellbeing and prevention of further chronic symptoms such as homelessness, addiction, and criminal involvement.

- **Transitioning to a 24/7 intake centre** for youth because crisis can happen anytime, and youth need to stay a stabilize and sleep during the day.
- **Consolidating our resource hub, medical clinic, and shelter within a single location** to make it easier for youth to have access to programs, services and supports.

In March 2023, we completed our 2018–2023, 5-Year Strategic Plan and have spent this past year understanding our expertise and value in the sector, as well as what is needed most in our community.

The work we have done in listening to youth and youth workers has led us to make some very big changes in our philosophy, programming, and strategic direction for the future.

# A NEW DIRECTION › OUR SHIFT OF FOCUS

## Previous Youth Support Strategies

The focus has been on **providing solutions** to address symptoms and **not enough on addressing the root cause** of their difficulties: family and community breakdown and the untreated trauma in young people as a result.

## Our Current Strategy

Our new focus is on addressing the **holistic wellbeing** of young people and a **collaborative** process amongst agencies to ensure young people get the help they need, when they need it, and where they need it.

# VISION AND MISSION

## Vision

**A more connected, holistic, and lower-barrier system for youth in crisis.**

## Mission

**Ensure 27/4 access, safe sleeping, and compassionate holistic support within a network of care to ensure youth get the expert help they need, when they need it, and where they need it.**

# VALUES

## Courage

to be honest, vulnerable and curious.

## Connection

with ourselves and others to establish trust, empathy, and understanding.

## Commitment

to lead with intention, to make a meaningful difference and be accountable in all we do.

# THE YOUTH AGENCY COLLABORATION

---

**Creating a connected continuum of care that ensures youth get the help they need, when they need it, and where they need it.**

The Youth Agency Collaboration was formed in 2017 for youth-serving agencies to collaborate and share experiences, information, and ideas to improve outcomes for youth.

Today, YESS and more than 30 youth-serving agencies across Edmonton are part of the Youth Agency Collaboration, working together to address the barriers that youth face with regards to safer spaces, trained help, holistic wellbeing support, and transitional housing that are all accessible 24/7, and in the communities where they live.

## Objectives

- Work together to build a strategic, cost-effective, and integrated continuum of complex care for youth.
- Streamline and coordinate intake, holistic assessment, and evaluation using a shared data system.
- Eliminate the need to compete for funding and build stronger connections between partners.

# YESS EXPERTISE AND PROGRAM FOCUS

## Focus

### Youth Support Centres

- A centre that provides 24/7 help and a safe place to sleep for youth aged 15–21 as well as a daytime resource and health hub for youth 15–24 in within their community

## YESS' Expertise

Providing 24/7 help (intake, triage, stabilization, connections, and safe spaces to sleep) as well as holistic wellbeing assessments and outcomes evaluations frameworks

## Location

Edmonton Metro Area

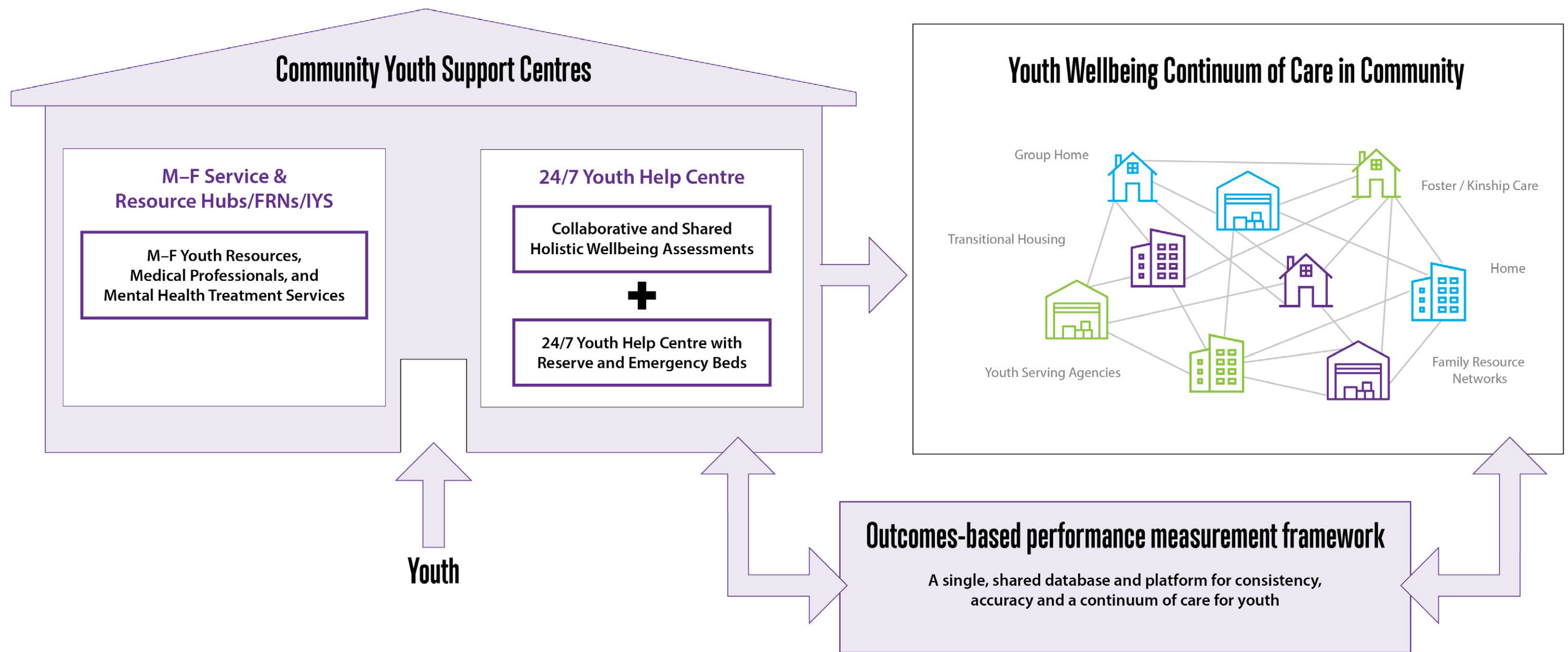
## Serving

Youth aged 15–21 for 24/7 help and safe sleeping and youth 15–24 for resources and health supports



# YOUTH AGENCY COLLABORATION - YOUTH STRATEGY

## YESS - STRATEGIC FOCUS





# YESS STRATEGIC ROAD MAP - FOCUS AREAS

## GOAL #1. ORGANIZATIONAL CULTURE OF SAFETY, COLLABORATION, LEARNING, AND LEADERSHIP

Focus Area Definition →	Year 1	Year 3 Picture	Year 5 Vision	Metrics
<ul style="list-style-type: none"> <li>• Includes OHS, H&amp;S, Training and Development, as well as Staff Wellness and Equity, Diversity and Inclusion (EDI)</li> <li>• Includes ensuring holistic safety and support for staff</li> <li>• Reflects youth centred philosophy of modelling healthy secure relationships</li> </ul>	<ul style="list-style-type: none"> <li>• EDI implementation plan designed and being implemented</li> <li>• COR (Corporate Reporting) Certification achieved</li> <li>• Recruitment and retention plans created and being implemented</li> <li>• Staff Wellness program integrated into organization</li> </ul>	<ul style="list-style-type: none"> <li>• Board and organization demographics represent the youth client diversity</li> <li>• Safety audit score increase</li> <li>• Employee Net Promoter Score increased by 2 points</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Diverse, expert staff who are committed and dedicated to YESS in the long term</b></li> </ul>	<ul style="list-style-type: none"> <li>• Employee Net Promoter Score</li> <li>• Turnover percentage</li> <li>• Safety Audit</li> <li>• Time from vacancy to hire</li> </ul>
Focus Area Definition →	Year 1	Year 3 Picture	Year 5 Vision	Metrics
<ul style="list-style-type: none"> <li>• Encompasses onboarding, training, coaching, career development and succession planning</li> <li>• Encompasses building an expert training and learning organization to ensure best practices</li> <li>• Focus is on building a leadership, coaching, and learning culture"</li> </ul>	<ul style="list-style-type: none"> <li>• Training and competency plan</li> <li>• Continued investment in leadership development and practice tools</li> </ul>	<ul style="list-style-type: none"> <li>• Training Department established</li> <li>• Internal leadership program established</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recognized as a learning and teaching organization where leaders lead</b></li> </ul>	<ul style="list-style-type: none"> <li>• Number of courses delivered</li> <li>• Time from expiry to certification</li> <li>• Completion percentage of leadership programs</li> </ul>



# YESS STRATEGIC ROAD MAP - FOCUS AREAS

## GOAL #2: PROGRAM LEADERS IN HOLISTIC COMPLEX CARE FOR YOUTH

Focus Area Definition →	Year 1	Year 3 Picture	Year 5 Vision	Metrics
<ul style="list-style-type: none"> <li>• Recognizes the holistic needs and diversity of the client youth population</li> <li>• Requires ongoing expertise in process evaluation, outcomes, and data management</li> <li>• Encompasses service delivery and continuous service improvement, including the innovative design of Community Youth Support Centres</li> <li>• Encompasses our commitment to ensure young people get the help they need, when they need it.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize clinical, organizational, evaluation, and financial frameworks for scalable implementation of Community Youth Support Centres</li> <li>• Establish collaborative partnership for onsite mental health treatment</li> <li>• Develop internal training program for holistic intake, assessment and Community Youth Support Centre processes/practices</li> </ul>	<ul style="list-style-type: none"> <li>• Established, scalable, and repeatable model and structure to support the creation of new Centres</li> <li>• Established mental health clinic and pathways to acute care for youth</li> <li>• Recognized and established training program for holistic intake, assessment and Community Youth Support Centre processes/practices</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recognized as an expert and safe provider of 24/7 Help to youth in the Edmonton Metropolitan Area, contributing to the overall continuum of care in the sector</b></li> <li>• <b>Recognized as an expert advisor and educator in holistic youth assessments</b></li> </ul>	<ul style="list-style-type: none"> <li>• Youth forums</li> <li>• Number of collaborative tables</li> <li>• Number of requested consultations</li> </ul>
Focus Area Definition →	Year 1	Year 3 Picture	Year 5 Vision	Metrics
<ul style="list-style-type: none"> <li>• Includes continued contribution to and leadership within the Youth Agency Collaboration</li> <li>• Requires continued leadership in collaborative relationships to ensure a strong continuum of holistic complex care for youth</li> </ul>	<ul style="list-style-type: none"> <li>• Develop external training program for holistic intake, assessment and Community Youth Support Centre processes/practices</li> <li>• Continued participation at district and provincial tables</li> <li>• Focused relationship work to build sector partnerships provincially</li> </ul>	<ul style="list-style-type: none"> <li>• External training delivery as profit arm</li> <li>• Invitation to participate at provincial levels</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recognized as a sector expert in implementation, evaluation, and management of holistic youth care systems and outcomes evaluation</b></li> </ul>	<ul style="list-style-type: none"> <li>• Award nominations</li> <li>• Number of consultations requested</li> <li>• Number of collaborative tables</li> </ul>

# YESS STRATEGIC ROAD MAP - FOCUS AREAS

## GOAL #3: FINANCIAL STRENGTH AND STABILITY

Focus Area Definition 	Year 1	Year 3 Picture	Year 5 Vision	Metrics
<ul style="list-style-type: none"> <li>• Encompasses fund development, community granting and government partnerships/agreements</li> <li>• Encompasses business process improvement and risk management</li> <li>• Involves investments strategy and diversified revenue streams</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure strategy developed</li> <li>• Capital Campaign Plan developed</li> <li>• Risk management plan developed</li> <li>• Revenue growth plan developed</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Campaign underway</li> <li>• Infrastructure plan underway</li> <li>• Expansion plan created</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Financially strong organization</b></li> </ul>	<ul style="list-style-type: none"> <li>• Revenue growth</li> <li>• Revenue over expenses</li> <li>• Donor retention</li> <li>• Average donor growth</li> </ul>
Focus Area Definition 	Year 1	Year 3 Picture	Year 5 Vision	Metrics
<ul style="list-style-type: none"> <li>• Encompasses brand and reputation loyalty</li> <li>• Encompasses client/customer/volunteer and community awareness</li> <li>• Encompasses stakeholder relations and strategic communications</li> <li>• Includes building collaborative external partnerships with other organizations to develop different funding models</li> </ul>	<ul style="list-style-type: none"> <li>• 5-Year Marketing plan created</li> <li>• Updated Website launched</li> <li>• Stewardship and community engagement plan developed</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Awareness of YESS expertise and focus on youth holistic wellbeing (establish baseline in Year 1)</li> <li>• Increased community engagement and approval</li> <li>• Collaborative cost-saving table for agencies created</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recognized as a collaborative and innovative change agent in non profit financial stewardship</b></li> </ul>	<ul style="list-style-type: none"> <li>• Website traffic</li> <li>• Social Media engagement</li> <li>• External Net Promoter Score</li> </ul>

---

# THANK YOU!

---

T: 780.468.7070  
E: giving@yess.org  
9310 – 82 Avenue  
Edmonton AB T6C 0Z6

[www.YESS.org](http://www.YESS.org)

@YESSorg

