Growing Young Movers

Where young people belong, lead, and build their futures.

Strategic Plan 2026–2030

Vision

Thriving youth and strong communities, driven by young people who learn, work, and shape their futures where they belong.

Mission

Growing Young Movers partners with youth through mentorship, education, and meaningful employment pathways that strengthen belonging, support graduation, and create long-term opportunity.

Purpose / Mandate

Support youth in North Central Regina, especially Indigenous youth, by addressing the systemic conditions shaping education and employment, and grounding our work in strength, culture, and leadership within their communities. Our school-based programming is anchored at Scott Collegiate, while our community engagement and feeder-school connections extend across North Central.

Introduction

For more than 13 years, Growing Young Movers (GYM) has shown that when young people experience belonging, mentorship, and high expectations rooted in care, their trajectories change. With graduation rates among participating students at Scott Collegiate reaching 88% — well above non-participating peers — GYM has demonstrated that education grounded in culture, community, and relationship delivers measurable impact.

GYM enters its next chapter from a position of strength. While there are no plans to expand the core school-based program beyond Scott Collegiate, the organization's broader community presence, including after-school programming delivered through feeder-school and community partnerships, extends across North Central Regina. This moment presents an opportunity to extend impact beyond graduation, connecting education to meaningful employment and long-term economic mobility.

The public launch of Building Futures Collective (BFC) expands the model to include a youth-led workforce development enterprise in partnership with the City of Regina. This strengthens the bridge from education to employment and positions GYM to support young people beyond graduation and into sustained economic opportunity.

As the organization advances, it is guided by a clear principle: growth must follow capacity. Initiatives are sequenced intentionally, core outcomes are protected, and governance and financial systems mature before scale. Durability matters as much as momentum.

Housing development represents a future phase of impact and will advance only when capital, governance, and operational readiness thresholds are met.

This plan balances ambition with discipline. Education remains the foundation. Workforce pathways expand responsibly. Enterprise operations stabilize before they scale. Youth leadership deepens at every stage.

Over the next five years, this strategic plan focuses on five priorities:

1. **Protecting and strengthening youth belonging and graduation outcomes**
2. **Expanding and diversifying employment and post-secondary pathways**
3. **Stabilizing and maturing Building Futures Collective before scaling**
4. **Deepening youth leadership across all programs**
5. **Strengthening governance, financial resilience, and core systems**

Strategic Phasing

This five-year strategy unfolds in two deliberate phases to ensure that expansion strengthens rather than strains the organization.

Phase One (2026–2027): Stabilize and Strengthen

The first two years prioritize disciplined execution and operational stability.

Focus areas include:

- Protecting graduation and belonging outcomes as non-negotiable anchors.
- Stabilizing Building Futures Collective through strong supervision, financial controls, and contract reliability.
- Strengthening employer and post-secondary pathways to maintain diversified opportunity.
- Building governance and financial systems that match increased complexity.
- Advancing housing feasibility and capital planning without operational expansion.

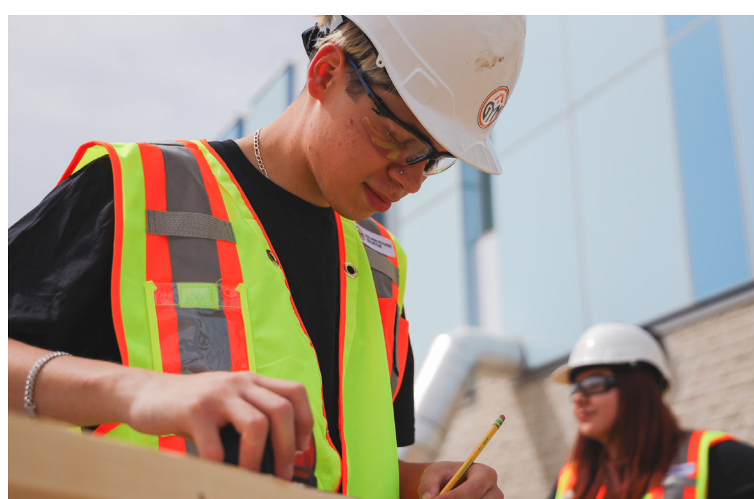
During this phase, stability and system maturity take precedence over scale.

Phase Two (2028–2030): Scale and Deepen

Once stability is demonstrated, the organization scales responsibly.

- Workforce pathways may grow within established priority sectors.
- BFC may scale gradually based on financial predictability and youth outcomes.
- Youth leadership integration will deepen across all pillars.
- Housing development may advance if capital, governance, and operational readiness thresholds are met.

Expansion will follow performance benchmarks and organizational capacity.



Strategic Pillar 1: Youth Belonging & Educational Attainment

Education is the foundation of GYM's impact. When young people experience belonging, mentorship, and high expectations grounded in care, graduation becomes not only possible - but expected.

The organization's 88% graduation rate among participating students at Scott Collegiate reflects a deeply relational model rooted in cultural grounding, community presence, and consistent engagement. This success is not accidental; it is the result of sustained investment in relationships, trust, and individualized support.

As GYM expands employment pathways and launches Building Futures Collective, this pillar remains the organization's anchor. Growth heightens operational demands and leadership focus; without intention, expansion can strain the very programming that drives long term outcomes.

Accordingly, protection of educational and belonging outcomes is embedded in the organization's growth philosophy: any new initiative must reinforce - never dilute - the mentorship model, cultural grounding, and staff capacity that define GYM's success.

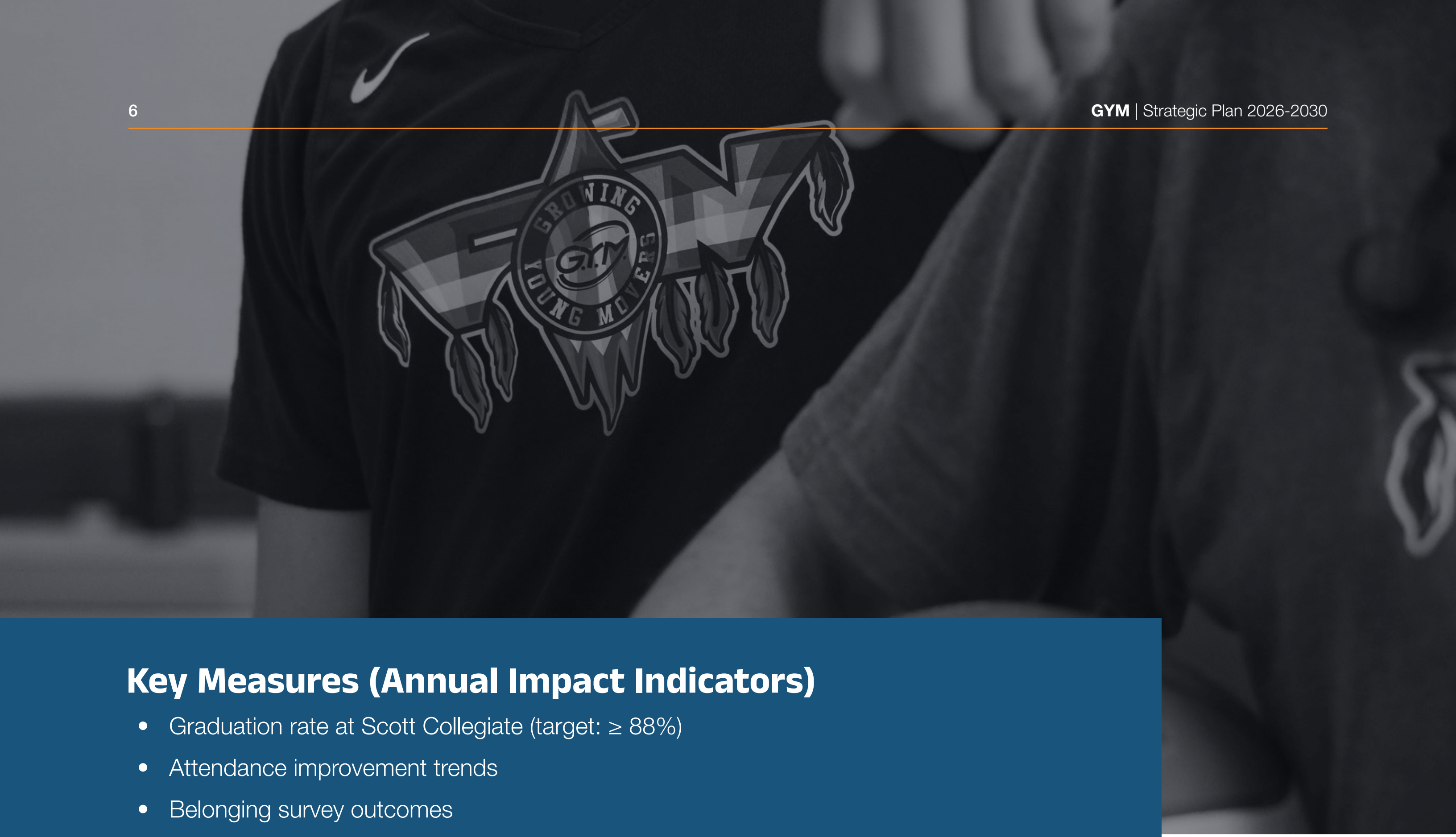
Education remains the starting point for every pathway that follows.

Outcome

Youth feel a strong sense of belonging, complete high school, and are prepared for employment or post-secondary pathways.

Strategic Priorities

1. **Maintain or exceed the 88% graduation benchmark at Scott Collegiate.** Graduation remains the primary educational success indicator and a core organizational commitment.
2. **Strengthen mentorship and cultural grounding.** Mentorship will remain relational, strengths-based, and grounded in Indigenous perspectives and community context.
3. **Integrate early career exposure within programming.** Career awareness will be embedded within mentorship and enrichment programming to connect education with future opportunity.
4. **Track belonging and academic progression consistently.** Data systems will support early identification of students at risk and enable proactive intervention.
5. **Protect staff capacity and program quality during organizational growth.** As BFC and employment pathways expand, educational programming must remain adequately resourced and supported.



Key Measures (Annual Impact Indicators)

- Graduation rate at Scott Collegiate (target: ≥ 88%)
- Attendance improvement trends
- Belonging survey outcomes
- % of graduating youth transitioning to employment, apprenticeship, or post secondary (tracked at 6 and 12 months)

Indicators are reviewed annually, with quarterly monitoring of attendance, belonging, academic progress, and transition milestones to identify early signs of risk.

Strategic Actions & Phasing

These activities are staged to integrate emerging career pathways into programming while safeguarding staff capacity during early growth.

FOUNDATION PHASE (YEARS 1–2)

- Embed structured career readiness modules within mentorship programming.
- Conduct a labour market scan to inform exposure programming and priority sectors.
- Strengthen Grade 11–12 transition planning.
- Protect core program funding and staff capacity.

DEEPENING PHASE (YEARS 3–5)

- Refine and scale successful career-aligned enrichment streams.
- Integrate employer engagement earlier into Grades 9–10.
- Expand post-secondary advising supports.
- Formalize longitudinal tracking of alumni outcomes.
- Adjust mentorship model based on outcome data.

RESPONSIBILITY

Lead: Program Director

Support: School Partnerships Lead

Oversight: Executive Director

Board Role: Strategic stewardship of outcome benchmarks

Strategic Pillar 2: Employment & Post-Secondary Pathways

While education provides the foundation for long-term success, access to meaningful employment and post-secondary pathways determines whether that success translates into sustained economic mobility.

As GYM expands workforce development through Building Futures Collective (BFC), employment pathways must remain diversified. BFC is one avenue—important, but not singular. A healthy employment ecosystem includes partnerships with local employers, apprenticeship opportunities, and strong transitions into post-secondary education.

This pillar ensures youth are not limited to a single sector or pathway. External placements and post secondary transitions remain primary routes into long term careers. By strengthening employer relationships and institutional bridges, GYM reduces concentration risk, broadens opportunity, and embeds youth success within the wider Regina economy.

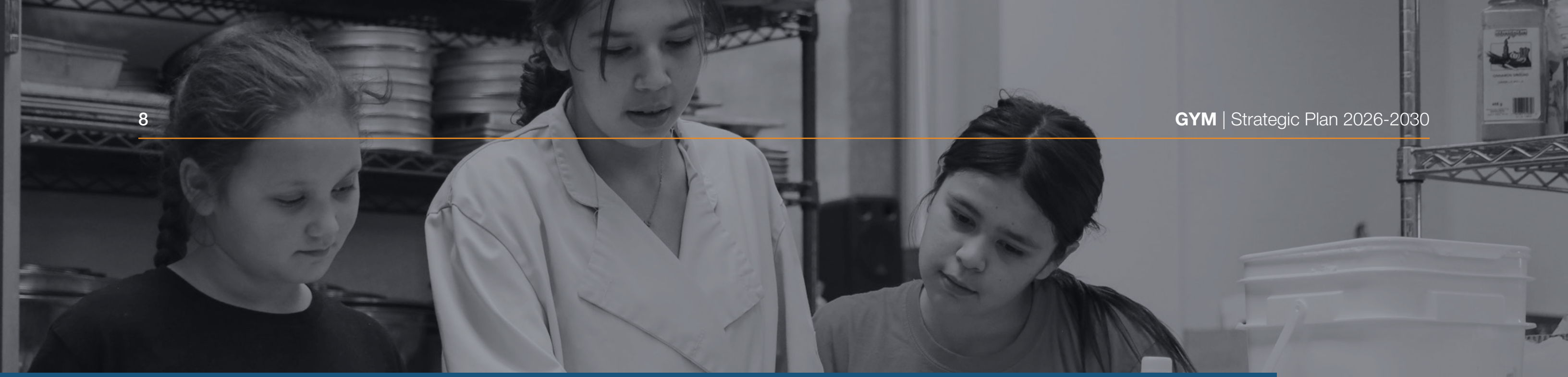
This pillar emphasizes deliberate expansion—deepening relationships, defining priority sectors, and establishing tracking systems before increasing placement numbers.

Outcome

Youth access diverse, sustainable employment and post-secondary opportunities across multiple sectors.

Strategic Priorities

1. **Formalize and deepen the employer partnership network.** Transition from ad hoc placements to structured, sector-aligned partnerships that create reliable, long-term employment pathways for youth.
2. **Identify and focus on 2–3 priority employment sectors.** Align training exposure with sectors demonstrating sustained demand in Regina and surrounding areas.
3. **Strengthen apprenticeship and certification pathways.** Ensure youth have clear bridges into skilled trades and credentialed professions.
4. **Build intentional post-secondary transition pathways.** Deepen partnerships with SIIT, Saskatchewan Polytechnic, and other institutions to support seamless transitions.
5. **Strengthen outcome tracking and employer feedback loops.** Measure 6- and 12-month outcomes to confirm progressions into sustained employment.
6. **Strengthen employer engagement and positioning.** Clarify and consistently communicate GYM's employer value proposition—presenting youth as work ready talent and partners as part of a reliable placement model. Tactical channels and campaign activities will be developed through a separate Marketing/Communications Plan.



Key Measures (Annual Impact Indicators)

- Number of active employer partners
- Number of external job placements
- Post-secondary enrolment rate
- 6 and 12-month employment retention rates
- Employer satisfaction score

Quarterly monitoring of partnership development, placement pipeline, and transition planning activity.

Strategic Actions & Phasing

FOUNDATION PHASE (YEARS 1–2)

In this phase, depth and system clarity take precedence over growth in placement volume.

- Map and categorize current and prospective employer partners.
- Develop a clear employer value proposition and engagement toolkit.
- Begin storytelling and impact reporting to support employer engagement.
- Formalize partnership agreements (MOUs, placement structures, feedback loops).
- Identify 2–3 priority sectors based on labour market scan.
- Launch structured internship/co-op placement processes.
- Strengthen Grade 11–12 post-secondary advising and application supports.
- Implement tracking system for 6- and 12-month employment outcomes.

EXPANSION & DEEPENING PHASE (YEARS 3–5)

Expansion is contingent on demonstrated stability in partnerships, placement quality, and youth retention.

- Expand placement numbers within established priority sectors.
- Develop employer champions who mentor and advocate for youth hiring.
- Formalize apprenticeship pipelines in collaboration with industry partners.
- Introduce alumni mentorship networks to support post-secondary retention.
- Use outcome data to refine sector focus and placement models.
- Expand storytelling and impact reporting to highlight alumni and sector specific outcomes.

RESPONSIBILITY

Lead: Employer & Pathways Lead (or designate)

Support: Program Director; School Partnerships Lead

Oversight: Executive Director

Board Role: Strategic relationship development and ambassadorial support

Strategic Pillar 3: Building Futures Collective – Launch & Stabilization

BUILDING FUTURES COLLECTIVE

Building Futures Collective (BFC) represents a significant evolution in Growing Young Movers' model. Through city-based construction and community infrastructure projects, youth gain paid work experience, develop industry-recognized skills, and contribute meaningfully to their own community.

BFC strengthens the connection between education and employment by offering hands-on, real-world learning in a structured and supported environment. It reflects GYM's belief in "learning through doing" and in creating pathways that are place-based and community-rooted.

At the same time, BFC introduces operational complexity. Construction contracts require disciplined financial management, clear supervision structures, safety compliance, and cash flow stability. Accordingly, this pillar is guided by disciplined expansion. In the early years, the priority is not expansion but reliability. BFC must mature into a stable workforce development enterprise before it scales.

BFC will serve up to 20% of labour-market placements during its stabilization phase to ensure diversification across employment pathways and protect the organization from concentration risk.

This pillar is about disciplined execution.

Outcome

BFC operates as a stable, mission-aligned workforce development enterprise providing paid employment, certifications, and clear pathways into long-term careers.

Strategic Priorities

1. **Establish strong operational foundations.** Build supervision structures, safety protocols, and financial tracking systems that support contract reliability and youth development.
2. **Deliver high-quality youth employment experiences.** Ensure youth receive structured training, mentorship, and certifications that translate into future employment opportunities.
3. **Achieve financial stability and cost predictability.** Implement disciplined contract management and cost controls to ensure enterprise sustainability.
4. **Develop a youth leadership pipeline within BFC.** Create progression from crew member to crew lead, reinforcing leadership development.
5. **Sequence future housing development responsibly.** Advance housing planning only when capital funding, governance readiness, and operational capacity thresholds are met.

Key Measures (Annual Impact Indicators)

- Number of youth employed
- Completion rate
- Industry certifications achieved
- Post-program employment or apprenticeship rate
- Revenue vs direct operating cost
- % of total labour-market placements represented by BFC

Quarterly monitoring of contract pipeline, cash flow timing, safety compliance, and staffing stability.

Strategic Actions & Phasing

FOUNDATION PHASE (YEARS 1–2)

- Dependencies (preconditions to BFC launch):
- Secure and execute City of Regina contracts.
- Hire and onboard an experienced construction Program Lead.
- Establish clear supervision, safety, and training protocols.
- Implement an enterprise financial reporting stream separate from core programming.
- Build cost allocation and margin tracking systems.
- Establish the BFC storage facility by May 2026.
- Ensure BFC is fully operational by June 15, 2026.

During this phase, scale remains intentionally limited while systems mature.

- Employ 7–10 youth annually.
- Formalize a youth support model that integrates case management and mentorship.

EXPANSION & DEEPENING PHASE (YEARS 3–5)

Expansion is gated by performance benchmarks in financial stability, youth outcomes, and contract reliability.

- Secure repeat and/or multi-year municipal contracts.
- Increase youth employment numbers following demonstrated stability.
- Formalize certification pathways (e.g., safety, trades exposure).
- Develop youth crew-lead advancement pipeline.
- Refine financial forecasting models.
- Advance housing development only when capital and readiness thresholds are met.

HOUSING – FUTURE PHASE OF DEVELOPMENT

Housing represents a future phase of impact emerging from GYM's workforce and stabilization efforts. As employment pathways mature and youth needs become clearer, GYM will pursue purpose-built housing as a complementary support strategy.

Development will proceed only when capital funding, governance oversight, and operational capacity are secured.

Future housing may integrate limited on-site supports aligned with youth stabilization, such as childcare, counselling partnerships, or essential services delivered in collaboration with community providers. These elements will be pursued selectively and in alignment with organizational readiness.

Opportunities for small-scale housing construction partnerships may also be explored where they align with Building Futures Collective's training model and financial sustainability.

Housing will be positioned as part of a broader readiness ecosystem — strengthening long-term employment pathways while reducing barriers to stability.

RESPONSIBILITY

Lead: Employer & Pathways Lead (or designate)

Support: Program Director; School Partnerships Lead

Oversight: Executive Director

Board Role: Strategic relationship development and ambassadorial support

Strategic Pillar 4: Youth Leadership & Agency

YOUTH DEVELOPMENT

Growing Young Movers was built on the belief that young people are not problems to be solved, but leaders to be developed. Youth voice has long shaped our program design, mentorship, and community engagement, anchored by North Central Strong, our local youth advisory group rooted in community leadership and youth voice. As the organization expands into workforce development and enterprise operations, this commitment must deepen—not diminish.

Growth introduces complexity. As systems formalize and contracts expand, there is a natural risk that programming becomes more transactional and less relational. This pillar ensures that youth remain partners in shaping their own pathways and in influencing the direction of the organization itself.

Youth leadership is not an add on to programming—it is a developmental continuum. From peer mentorship and after school facilitation to crew leadership within Building Futures Collective, young people will be supported to move from participation to responsibility to influence.

As GYM's structure evolves, youth leadership must deepen to remain a central driver of impact.

Outcome

Youth actively shape programs, employment pathways, and enterprise operations, building confidence, responsibility, and leadership capacity that extends beyond GYM.

Strategic Priorities

1. **Formalize youth voice within governance and program design.** Establish structured mechanisms for youth input into strategic decisions and program evolution.
2. **Develop a clear leadership progression pathway.** Create intentional steps from participant to peer mentor, facilitator, and crew lead.
3. **Embed youth leadership within Building Futures Collective.** Ensure BFC includes advancement opportunities that reinforce responsibility and skill development.
4. **Amplify youth stories and advocacy.** Provide platforms for youth to share experiences, influence perceptions, and engage in community dialogue.
5. **Strengthen retention through ownership.** Foster deeper engagement by giving youth meaningful responsibility and decision-making influence.

Key Measures (Annual Impact Indicators)

- Number of youth in formal leadership roles
- Youth retention rate across programs
- Percentage of programs co-designed with youth input
- Youth satisfaction and confidence indicators
- Number of youth advancing into mentor or crew lead roles

Quarterly monitoring will track leadership participation rates, advisory council engagement, and progression trends.

Strategic Actions & Phasing

FOUNDATION PHASE (YEARS 1–2)

During this phase, structures will be formalized while keeping participation accessible and meaningful.

- Establish North Central Strong Youth Advisory Council with a defined mandate and clear feedback loop to leadership and the board.
- Formalize peer mentorship structure across programming.
- Integrate youth representation into strategic discussions where appropriate.
- Develop leadership workshops focused on communication, responsibility, and workplace readiness.
- Define crew lead role within BFC and outline advancement pathway.

EXPANSION & DEEPENING PHASE (YEARS 3–5)

As the organization matures, youth leadership will evolve from participation to partnership.

- Expand youth leadership representation in program co-design processes.
- Develop alumni mentorship network to support younger participants.
- Introduce youth-led community initiatives connected to BFC and employment pathways.
- Strengthen advocacy engagement where youth choose to influence community systems.
- Evaluate and refine leadership progression model based on retention and advancement data.

RESPONSIBILITY

Lead: Youth Leadership Coordinator (or designate)

Support: Program Director, BFC Program Lead

Oversight: Executive Director

Board Role: Model and reinforce youth voice at governance level

Strategic Pillar 5: Organizational Strength & Sustainability

As GYM expands workforce pathways and launches Building Futures Collective, the organization enters a new level of operational complexity. Growth introduces new financial dynamics, increased risk exposure, and heightened expectations from partners, funders, and the community.

Sustainable impact requires more than strong programming — it requires strong systems.

This pillar ensures governance, financial management, staffing structures, and risk oversight evolve alongside program expansion. Growth depends on organizational maturity. Without strong internal infrastructure, expansion can strain leadership, dilute accountability, and destabilize impact.

Organizational strength is therefore not administrative overhead — it is mission protection.

Over the next five years, GYM will build the financial resilience, governance clarity, and operational capacity required to support a multi-division model while protecting its core identity.

Outcome

GYM operates with strong governance, financial resilience, and operational systems that support sustainable growth and long-term impact.

Strategic Priorities

1. **Strengthen financial systems and enterprise reporting.** Ensure BFC and core programming are financially transparent, cost-aware, and strategically aligned.
2. **Build operating reserves aligned with organizational complexity.** Increase financial resilience to manage contract timing, funding variability, and growth risk.
3. **Diversify revenue streams.** Balance grants, earned revenue, fundraising, and strategic partnerships to reduce dependency risk.
4. **Develop a clear positioning and stakeholder engagement strategy.** Define how GYM presents its value to funders, partners, employers, and community stakeholders to strengthen revenue diversification, support enterprise operations, and reinforce long term sustainability. Detailed marketing tactics (channels, campaigns, collateral) will be addressed in a separate Marketing/Communications Plan.
5. **Strengthen governance and board capacity.** Align board skills with emerging needs, including enterprise oversight and housing development.
6. **Clarify leadership structure and succession planning.** Ensure role clarity and long-term leadership continuity as complexity increases.

Key Measures (Annual Impact Indicators)

- Percentage of revenue diversified (establish baseline by Year 2; target: 25% by Year 3; 40% by Year 5)
- Operating reserve months (unrestricted; covering core operating costs, including mission critical staffing) (target: 3 months by Year 2; 6 months by Year 5)
- Clean annual audit
- Staff retention rate
- Board skills matrix coverage aligned to strategic priorities

Operating reserves are intended to protect continuity of mission critical operations during funding disruption (e.g., contract delays or loss of a major funder) and to support an orderly wind down if required. Diversifying revenue will require building fundraising and partnership capacity over time, alongside earned revenue and grants, so reserve targets can be achieved while maintaining core program delivery.

Quarterly monitoring will focus on cash flow stability, enterprise financial performance, staffing capacity, and risk register updates.

Strategic Actions & Phasing

FOUNDATION PHASE (YEARS 1–2)

This phase focuses on strengthening the structure beneath expansion.

- Hire or formalize Business Manager / Finance Lead role.
- Establish a separate enterprise financial reporting stream for BFC.
- Develop cost allocation framework between programming and enterprise.
- Develop a market and positioning framework.
- Form Board Finance & Risk Committee with clear mandate.
- Conduct board skills inventory and recruit to fill identified gaps.
- Develop leadership succession framework.
- Develop and launch a fundraising approach (e.g., initial campaign and/or signature event) to support diversified revenue.
- Build operating reserves toward the 3-month threshold.

EXPANSION & DEEPENING PHASE (YEARS 3–5)

Growth in programming will be matched by proportional strengthening of infrastructure.

- Increase operating reserve toward 6-month sustainability target.
- Refine enterprise forecasting and financial modeling systems.
- Expand stakeholder engagement tools and materials aligned to the positioning strategy.
- Evaluate organizational structure to support housing development (if advanced).
- Deepen strategic partnerships with Indigenous leaders and institutions.
- Strengthen impact reporting and storytelling to support diversified revenue growth.
- Conduct mid-point strategic review to assess growth alignment.

HOUSING – GOVERNANCE & READINESS INTEGRATION

As housing development advances from feasibility to implementation, governance and risk oversight structures will expand accordingly. This includes:

- Clear asset management oversight
- Housing-specific financial modeling
- Risk and compliance review
- Defined operational staffing model
- Housing development will proceed only when organizational capacity matches operational scope.

RESPONSIBILITY

Lead: Executive Director

Support: Business Manager / Finance Lead

Board Committees: Finance & Risk Committee; Governance Committee

Board Role: Strategic stewardship, financial oversight, and capacity support

Delivering on the Strategy

GYM moves into its next chapter from a position of strength. Graduation outcomes are strong. Community trust is deep. Workforce pathways are expanding.

Over the next five years, the organization will grow with intention - strengthening employment opportunities, stabilizing enterprise operations, deepening youth leadership, and reinforcing governance systems.

Growth will follow performance, and expansion will align with capacity. Education and belonging remain central.

The purpose remains unchanged: young people learning, leading, and building their futures where they belong — strengthened by opportunity and sustained by community.

Appendix A: 3-Year Performance Targets (2026–2028)

EDUCATION

- Maintain graduation rate of at least 88% at Scott Collegiate.
- Ensure 90% of graduating youth have a confirmed next-step plan.

EMPLOYMENT & POST-SECONDARY

- Engage 25 or more active employer partners by Year 3.
- Achieve 20 or more external placements annually by Year 3.
- Achieve 75% employment retention at 6-months.

BUILDING FUTURES COLLECTIVE

- Employ 7–10 youth annually in Years 1–2.
- Reach break-even on direct operating costs by Year 2.
- Ensure BFC represents no more than 30% of total labour-market placements during stabilization phase.

ORGANIZATIONAL SUSTAINABILITY

- Build an unrestricted operating reserve equal to three months of core operating costs (including mission critical staffing) by Year 2.
- Establish a diversified revenue baseline by Year 2; achieve 25% diversified revenue by Year 3.
- Complete a market and positioning framework by Year 2.

For additional information on the GYM strategic plan, visit or contact:

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