



RESTORATIVE ACTION PROGRAM

Strategic Roadmap 2022 - 2026

February 2022

Executive Summary

The Restorative Action Program (RAP) is a registered charity which operates a community-based initiative that is hosted in Saskatoon high schools and is sustained through shared responsibility of our partners and by other supportive organizations and citizens.

The RAP Board, staff and facilitators undertook a strategic planning process in the Fall of 2022. The previous Strategic Plan guided the organization from 2017 – 2021, and a new Strategic Roadmap has been developed to guide the organization over the next 5 years.

The Vision, Mission and Values were reviewed and minor revisions were made to these guiding statements.

The Vision Statement is “Youth are empowered and actively engaged in developing responses to resolve issues they encounter related to bullying, mental health, and relationships. To further describe this Vision Statement, the key words are described as follows:

EMPOWERED

Give youth an understanding of the situation they are facing and the impact it is having on them and others, and the skill set to develop an appropriate response to the situation they are facing.

ENGAGED

Give the youth the experience and confidence they need to follow through with the appropriate response they developed.

APPROPRIATE RESPONSE

A reasoned, positive, and constructive response aimed at addressing the root cause of the situation versus an emotional or self-harm alternative.

RESOLVE ISSUE

Goal of appropriate response is to end with the feelings, needs, rights, and interests of the youth and other involved parties satisfied so that the matter can be put behind them and they can focus on their education and personal wellness.

ENCOUNTER

Life situations are a reality that the youth will experience several times throughout their lives. They can't necessarily avoid all these situations, but they can be provided with the skills to manage them better.

Values describe the underlying beliefs that guide and influence our attitudes and behaviours. These are the RAP Values:

YOUTH FOCUSED	Serve youth in a non-judgemental approach where youth feel safe and their voices are heard
INTEGRITY	Honest, fair, and trustworthy
COLLABORATION	Relationships are the key to our success, and we connect with partners to best serve the youth in our programs
TRANSPARENT	Utilize data and share information without compromising the privacy of students
STEWARDSHIP	Effectively safeguard and manage resources entrusted to the program

This Strategic Roadmap provides direction to grow and deliver RAP in all high schools in Saskatoon, and eventually share this model with other communities. Data is important to assist in making evidence-based decisions, so there is a focus on ensuring we are collecting data in a way that we can effectively report on our outcomes.

There is a focus on implementing a robust communications and fund-raising plan to support the ongoing operations, and the planned growth. RAP is a strong steward of the resources allocated to us, reflected in our strong financial position, and we want to keep it that way by continuing to have strong fiscal management.

And finally, the Board is committed to moving from a working Board to a policy-governance Board and apply good governance practices to ensure we provide effective oversight of the organization. We value the staff and facilitators that work tirelessly for the program, and have a renewed focus on good human resources practices to ensure we continue to retain and recruit quality people.

RESTORATIVE ACTION PROGRAM

VISION	Youth are empowered and actively engaged in developing responses to resolve issues they encounter related to bullying, mental health, and relationships
MISSION	We provide professional support for youth to navigate conflict, build relationships, and reconnect with their school and community
VALUES	Youth-focused Integrity Collaboration Accountable Transparent Stewardship

GOAL	5 YEARS 2026	2 - 3 YEARS 2023/24	1 - 2 YEARS JUNE 2023
Programs	All high school students have access to restorative action supports RAP is a Centre of Excellence in restorative action for youth The RAP program is offered in at least one other community in Saskatchewan Data is used to drive decisions and data is entered and reported efficiently	We will provide access to 3 High Schools dependent on Growth Model Create the framework for the Centre of Excellence and a resource plan to achieve it Develop a framework of a sustainable growth model that can be shared with other communities in Saskatchewan Affirm our strong relationship with the restorative justice program through Saskatoon Police Service There is an annual "in service" session hosted by RAP with other professionals to discuss and agree upon the protocols. This will also be used an opportunity to build relationships with other professionals	Determine a sustainable Growth Delivery Model Review referral protocols currently in place for the schools boards Define the categories of RAP users, frequency and severity of incidents and the criteria for these categories e.g., low, medium, and high Prepare the data collection system to capture and report on these categories Define the criteria used to determine when a case is closed Renewal of the MOU to reflect the growth model
Communication and Community Partners	Students and their families know how to access RAP if they need support Corporate sponsors seek out RAP to sponsor because it aligns with their values Community partners and donors understand the value of restorative action and consider RAP as a credible organization delivering an important service	Communication strategy is implemented across all mediums and to all groups identified- resources are allocated according to outcomes and adjusted according to metrics Data is used to inform the fundraising plan and the communications plan Resources allocated to undertake a large fundraising campaign	Development of a comprehensive communication strategy targeting various audiences using multiple medium Consistent branding for all RAP communication, i.e. email signatures Develop and implement Donor Stewardship Plan for all current stakeholders

Financial Sustainability	Multi-year funding agreements are in place where possible with government funding Diverse revenue streams – federal, provincial, municipal governments/donors	Secure a multi year commitment with corporate sponsor in conjunction with larger fundraising campaign Continually develop relationships with current donors and broaden network Programming Packages and Sponsor School packages develop into multi-year agreements with element of volunteering by business/company	Develop and implement a plan with targets and timelines for fundraising and securing government grants. Present the Saskatoon Community Foundation Fund options to Board
People	Board The Board is a Policy Governance Board Profile of board is aligned with the skills required to deliver our strategies The Board's annual work plan addresses areas of improvement identified in the annual Board self-assessment Staff Number and skill set support the current and future program delivery model(s) and growth Our skills meet the growing diversity needs (cultures, New Canadians) Volunteers Volunteers have a clear and defined role <i>Successes are celebrated</i>	A Board orientation program is developed that includes a description of the internal and external relationships The Skills Matrix is developed and annually completed to determine any gaps in skills/competencies needed on the Board A strategy is developed and implemented to recruit new Board members with the competencies needed Committees reporting to the Board have clear mandates and terms of reference Increase in human resources allocated to meet increased demands of growth of organization Staff receive yearly professional training in areas identified in their performance plans that enable them to better respond to the diverse needs of the student population they serve A recruitment plan for volunteers is developed and implemented- includes business/company sector Volunteers receive training and orientation The Board and staff meet once a year to share and celebrate the successes of RAP	Conduct a self-assessment of the Board and develop an annual plan to address the highest priorities Develop an onboarding program that will be given to staff in the first six months of employment All current RAP staff will receive the onboarding program in 2022 Clarify the roles and the scope of RAP staff with school and administrators Conduct annual performance management of staff Conduct an annual engagement survey. Report results to the Board with an action plan to address areas for improvement Develop a Volunteer Protocol (expectations and responsibilities, staff support, procedures, etc.) for committee volunteers and volunteers who work with the facilitators End of year party (June) outside, catered, with all staff and board members to celebrate the success of another year-informal