



Plymouth Christian Youth Center

Bright Futures in Action

2017 – 2019 Strategic Plan

Approved by the PCYC Board of Directors
September 19, 2016

Mission

To enrich the skills, prospects and spirit of North Minneapolis area youth and adults, in partnership with families and communities.

Vision

Plymouth Christian Youth Center is a place of strength, safety and beauty where every young person is nurtured and challenged to reach their utmost potential. Youth, adults, families and communities come together to turn back the tides of poverty and violence – embracing hope, compassion and the reality of a better world.

Operating Principles

- Achieve life-changing results for program participants.
- Adapt programs and activities to the times.
- Create a welcoming, safe and inclusive environment.
- Serve as a vital community anchor, offering hope, leadership, and effective action.
- Support the growth and well-being of staff, volunteers and community friends.
- Exercise wise stewardship of the organization's gifts and assets.

2017 – 2019 Strategic Goals

I. Increase youth opportunities for school and life success.

PCYC will promote the academic and social-emotional development of over 2,000 youth each year by offering outstanding, innovative experiences in its Arts & Technology High School, its elementary Out-of-School-Time programs and at the Capri Theater.

II. Complete the Capri Theater Renaissance project, leading the way for a bright North Minneapolis future.

PCYC will fulfill its long-term aim to “bring up the lights on West Broadway” with the completion of the Capri renovation and expansion including a state-of-the-art Teen Tech and Innovation Center and new performance, exhibition and community gathering spaces.

III. Sustain the mission.

In 2018, PCYC will celebrate its 65th anniversary of service to North Minneapolis area children and youth as a strong, forward-looking organization that's embracing its next generation of leadership.

PCYC 2017-2019 Strategic Goals and Major Areas of Emphasis

I. Increase youth opportunities for school and life success.

PCYC will promote the academic and social-emotional development of over 2,000 youth each year by offering outstanding, innovative experiences in its Arts and Tech High School, its elementary Out-of-School Time Programs and at the Capri Theater.

Major areas of emphasis:

1) Equip students to thrive academically and developmentally.

- a. Incorporate social-emotional education in all aspects of programming.
- b. Integrate the arts into all aspects of programming.
- c. Integrate technology applications and related training across all program areas.
- d. Pilot project-based learning programs.
- e. Achieve continuous improvement in programming, informed by regular monitoring of students' academic and social-emotional growth.

2) Prepare students for success in work, career and community.

- a. Ensure that each student has opportunities to explore future work job and career pathways and to develop an individualized post-high school plan for success.
- b. Incorporate post-secondary education and workplace-readiness skills across all program areas.
- c. Increase the breadth and depth of youth apprenticeships that develop skills for jobs and pathways to careers.
- d. Provide youth with hands-on leadership opportunities within the organization.
- e. Offer learning structures that span and link our high school students to college.
- f. Increase student access to opportunities for vocational tracks and certifications.

II. Complete the Capri Theater Renaissance project, leading the way for a bright North Minneapolis future.

PCYC will fulfill its long-term aim to "bring up the lights on West Broadway" with the completion of the Capri renovation and expansion including a state-of-the-art Teen Tech and Innovation Center and new performance, exhibition and community gathering spaces.

Major areas of emphasis:

1) Complete the capital fundraising and financing package for construction of the new Capri Theater complex.

- a. Cultivate major donor, corporate, foundation and government sources of support.
- b. Engage the neighborhood and greater circle of PCYC supporters through a community-based campaign with multiple options to participate and contribute.

2) Finalize architectural plans and aim to break ground on the new Capri complex in summer 2017.

3) Develop the programmatic vision and plan for initial operations in the new Capri complex.

- a. Build a sustainable program and operating budget that balances contributed and earned income.
- b. Launch the Capri Community Engagement Team as a key resource for growing participation in all aspects of Capri programming.

4) Collaborate to realize the vision for the Capri Block as the jewel of West Broadway.

Work with private developers and public entities to create a coordinated plan for the Capri Block and implement that plan in a timely manner.

III. Sustain the mission

In 2018, PCYC will celebrate its 65th anniversary of service to North Minneapolis area children and youth as a strong, forward-looking organization embracing its next generation of leadership.

Major areas of emphasis:

1) Stay watchful of how well we are achieving the mission.

- a. Refine and implement systems that allow us to continually gather and use input from stakeholders to inform strategy and improve programming.
- b. Operate with a “best practice mindset” that includes a strong organizational learning culture, leading edge program design, and a focus on outcomes.

2) Ensure long-term financial health, including the ability to reduce long-term debt

- a. Increase capacity to support a high performance fundraising function as a partnership between board and staff.
- b. Continue the board’s strong fiscal leadership and enhance the financial and stewardship literacy and practices of the management staff.

3) Develop short and long-term plans for executive director and key leader transitions.

- a. Create a clear vision for the organization’s leadership needs.
- b. Devise and implement systems to preserve institutional knowledge and business continuity.
- c. Develop leadership succession plans and implement executive director transition.

4) Strengthen board and staff effectiveness.

- a. Implement training and practices to ensure productive interaction and collaboration across all PCYC program areas.
- b. Establish a staff wellness program to enhance stress-reduction skills and increase resiliency in themselves and the people we serve.
- c. Continuously seek to add diversity in board and staff membership to better reflect the demographics of program participants, and to add to the breadth of wisdom that widely-defined diversity provides.
- d. Continue movement toward more competitive salaries and/or other employee benefits.

5) Enhance the profile of all of PCYC’s programs, achievements and aspirations.

- a. Increase the use of effective branding and targeted marketing techniques.

6) Continually seek opportunities to strengthen and increase strategic partnerships with public, private and nonprofit organizations and volunteers in order to advance our mission and better serve the community.