



# SCP

PREPARING  
FUTURE  
GENERATIONS  
FOR SUCCESS

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## Overview of 2023-24

Street Culture Project (SCP) had an excellent year in 2023-24. Our leadership team spent a significant amount of time developing our new mission, vision and purpose:

Our Mission: To Create Safe Spaces for Youth.

Our Vision: To be What You(th) Need.

Our Purpose: To Create a Community Where All Youth Feel and Believe That Their Life is Worth Living

This is our North Star. Our mission, vision and purpose will be the backbone of all future initiatives, programs and services.

SCP spent the majority of the 2023-24 with no-fixed address. In the wake of selling our Victoria Street office, we had a number of stops-and-starts on potential new spaces, but we were struggling on making a deal for purchase or lease. As an interim home, we rented space at PATH Cowork. And although it felt unsettled to not have our own space, we couldn't have asked for a better interim home. We forged partnerships with South Saskatchewan Community Foundation and Tandem X Visuals, to just name a few. And we were able to experience how a well-designed collaborative cowork space feels.

We secured 4 new grants / sponsorships in 2023-24. They are:

1. SGI provided \$10,000 for operational costs at the shelter.
2. Canadian Western Bank provided \$10,000 to support the Youth Transition Unit.
3. Future Generations Fund provided \$57,500 for cultural programming.
4. The Community Services Recovery Fund provided \$98,000 for the implementation of UKG.

Additionally, we applied for over \$4M in new monies from a variety of sources. However, most notably, we applied for \$2.7M from the National Indigenous Community Housing Initiative (NICHI) to develop a Tiny Home Village in Regina.

With the support of the Future Generations Fund, we were able to prop up our cultural programming in a real way. We facilitated, among other things, a Tipi teaching, Tipi raising and traditional games, numerous Sweats at Piapot First Nation and regalia making for staff and youth.

SCP's purpose is to create a community where all youth believe and feel that their life is worth living. It is the unfortunate reality that each year we lose youth that are currently connected with SCP or SCP alumni. This year was no different. Our mission is critical. Through our mission, we

will realize our purpose - and in the process, we will take care of youth, be a sanctuary for youth and provide opportunities for youth.

Our revenue grew by 16% from the previous year, our construction revenue grew by 122% and our fundraising and donation revenue grew by 124% in comparison to the previous fiscal year. These are big numbers, and I do not expect they will grow to this end year-over-year. In 2023-24, we did a lot of “right-sizing” our current funding agreements with our partners in order to achieve these increases. In future years, I anticipate more modest increases in all areas, with the exception of our fundraising / donation line item.

Street Culture Project contracted MNP for audit services for fiscal year 2023-24. I would like to thank MNP for their support and expertise in conducting our 2023-24 audit. In this reporting period, we find ourselves in a deficit situation of \$76,325. We are considerably healthier this year than we were last year, where we found ourselves in a deficit situation of \$716,696.

### **Youth and Community Outcomes - Overall**

SCP served a total of 329 youth, a 15.4% increase compared to the previous fiscal year. 46% were male, 44% were female and 6% were gender diverse (4% other/unknown). 72% of our youth were Indigenous. The majority (57%) of youth served were in the age range of 15-17 years old. Average age of first contact with SCP is 16.75 years old.

SCP staff helped book, attend and transport youth to 263 health-related appointments, including medical, dental, eye, physiotherapy, counseling, addictions counseling, and psychiatry appointments.

SCP saw a 25% increase in incidents and disclosures connected to mental health and substance use, from 97 in 2022-23 to 122 in 2023-24. Of these 122 incidents and disclosures, 76 (62%) were considered major or critical (in 2022-23, 68% (66/97) were considered major or critical). 30 of the major incidents were handled in-home and 46 required emergency services and/or hospitalization.

### **Shelter Outputs (primary funder Ministry of Social Services)**

The number of youth served at the shelter decreased 18% in 2023-24 over 2022-23. This amounts to 25 less youth. 4168 nights were stayed at the shelter versus 3392 nights stayed in 2022-23, a 23% increase (fewer youth but staying longer). The shelter served 12,506 meals this year. 3% more than the previous year. We provided 1058 bagged lunches from the shelter.

### **Housing Outcomes - Success Alerts (primary funder Ministry of Social Services)**

When a youth makes progress towards a goal or, in general, something positive and noteworthy happens, it is documented in our case notes as a ‘success alert’. It could be as simple as putting the dishes in the dishwasher, getting a new doctor or attending school regularly, as success means different things for each individual. Our Housing case notes indicate a 95% increase in success alerts in 2023-24 compared to 2022-23 (from 1085 to 2110) success alerts for the 30 youth (an average of 70 success alerts per youth).

### **Mentorship and Youth Transition Unit (YTU) Outcomes (primary funder Ministry of Social Services)**

Mentorship and YTU served 9% more youth in 2023-24 than in 2022-23 (7 more youth). Youth engaged in 3,531 hours with their mentors (1,936 hours in Mentorship, 1,595 hours in YTU). The Mentorship team recorded 560 sessions with participants, while YTU had 525, for a total of 1085 sessions in these two programs. Of the 37 youth YTU connected with 21 found or maintained employment. YTU assisted 30 young people into transitioning into independent living or re-housing. 17 remained in those placements. Only 12 out of 37 participants experienced any period of homelessness. Not a single individual that YTU worked with spent a single day in a detention or correctional facility. 73% of participants gained at least one more positive support (outside of YTU) and 53% gained at least one more agency or community support (outside of SCP).

### **YSHORE Program (federally funded transition to independent living program)**

The YSHORE program served 50% (30) more youth than last year. Staff spent 3724 hours engaging 90 youth. They helped all youth obtain basic identification documents and have those on file and in place before they graduated/their file was closed. Staff note that youth are more frequently choosing activities that positively contribute to their mental health, whether that be involvement in school, counseling, addiction counseling or a passion they are pursuing.

### **Regina Connected Youth (RCY) Outcomes (primary funder Ministry of Corrections, Public Safety and Policing)**

The RCY program served 40% (16) more youth than last year. The program staff spent 2,112 hours engaging the 56 youth. 77% felt that they were connected to their culture or cultural identity. 63% have increased availability of their culture if they were interested. 43% felt they had support in accessing permanent housing. 63% stated that they felt their job readiness skills have increased. 66% of participants have decreased their substance use. The youth have indicated that the greatest challenge in maintaining housing or housing barriers were:

- cost/income (outside their income level)
- availability (low ratio of available units)
- age/race/income (youth felt they were often bypassed due to their age, their income or their background)

### **People and Culture Report**

SCP's People and Culture Team (PCT) were, yet again, extremely busy. They have implemented new methods for on-boarding staff, they have led the UKG HRIS implementation (50+ hours of training for PCT and meetings with UKG), and managed all hiring processes. We added a Payroll and Benefits Coordinator to the PCT. Our hiring data would indicate that all of People and Cultures efforts are paying off, which an increase in our staff retention in this reporting period. Some highlights from 2023-24:

- 21 openings posted (40% decrease from last year)
- 1200 individual candidates reviewed (8% decrease from last year)
- 168 interviews (68% increase from last year)

- 54 new hires (11% decrease from last year)
- 13 on-boarding sessions totalling over 208 hours of active new staff support provided by the PCT

The PCT overhauled onboarding resulting in new staff up to 100 hours of targeted support, training, and education during their first 3 months of employment:

- 16 hours of policy, process, vision, mission, values, and agency organization education
- 1 onsite orientation shift, 2 shadow shifts, and 2 training shifts
- 8 hours of cultural training
- 16 hours of suicide intervention training
- 6 hours of medication administration training
- First Aid, Food Safe, and Universal Precautions training
- 16 hours of agency approach training

Created policy and process slide shows to:

- Simplify policy
- Increase accessibility
- Increase understanding and compliance
- Support managers in training new staff

### **Objectives for 2024-35 - Directly Connected to Strategic Plan**

- Conduct internal review to better understand staff and youth experience.
- Launch research project on Regina youth's experience related to mental health.
- Establish a community elder/ cultural advisory group to inform cultural opportunities for youth.
- Expand social ventures to provide youth employment opportunities and generate sustainable revenue for youth services.
- Increase Indigenous cultural resources and representation on all levels.
- Connect with the community to better understand the current climate and map the landscape of existing supports.
- Connect with the community to dream together; establish partnerships and opportunities for collaboration.
- Share SCP's story and vision for the future with the community

### **Other Operational Objectives**

- Complete transition to a new HRIS system.
- Explore the viability of sick time benefits for staff.
- Continue to celebrate SCP's 25th anniversary celebration.
- Explore home ownership over renting for the two houses.
- Grow revenue overall 10% in 2024-25.
- Expand construction services; grow the number of participant employees to increase our capacity to take on jobs.
- Increase donation and fundraising revenues by 25% in 2024-25.

## **Progress Report - 2023-24 Objectives**

### **Finalize SCP's 10-year strategic plan**

We completed the first draft of our strategic plan. On the advice of the Board of Directors, we scaled the Strategic Plan from 10-years down to 5-years. Our Strategic Plan will be finalized in the first quarter of 2024-25. However, the draft plan is grounded on listening, growing and connecting. We have 9 short term (years 1 and 2) activities and 9 mid-term (years 3-5) activities.

### **Celebrate SCP's 25th anniversary celebration**

We are planning to host a grand opening of our new office at 400-2151 Scarth Street in June of 2024. Additionally, we are planning to facilitate a larger 25th celebration in the Fall of 2024. The grand opening in June will be a kick off to our 25th year and introduction of our new vision, mission and purpose to partners and stakeholders. Street Culture Project was incorporated in 1998. Though we will have missed our opportunity to celebrate our 25th Anniversary in the year of our anniversary, we are working in our 25 years of service to both our promotional material and the stories that we tell about the organization to stakeholders, partners and the public.

### **Increase our donations and fundraising dollars by 25% through intentional fund development**

In Fiscal Year 2022-23, we secured \$20,871 in donations, compared to this year (2023-24) where we secured \$46,760 in donations. This amounts to a 124% increase from one year to the next.

### **Finalize an agency-wide and standardized performance review and compensation model**

Street Culture Project established a Professional Development Plan that is now being used for performance reviews. The agency's compensation model is attached to the Professional Development Plan process. The Professional Development Plans will be rolled out to staff in April 2024. All staff will be utilizing the Professional Development Plans in fiscal year 2024-25. We also introduced a standardized salary / grid where, at a scheduled time each year, salary increases will be provided to staff. Scheduling these increases will allow us to better forecast salary expenditures and manage cash flow.

### **Explore the viability of sick time benefits for staff**

With respect to sick time benefits, management decided to defer the exploration of such benefits to a future year. The agency focused on securing a new office space and funding to complete a renovation of the space.

### **Explore home ownership over renting for the two houses**

Pursuing homeownership will be deferred to a future fiscal year. Acquiring real estate requires a certain amount of capital and in this fiscal year Street Culture Project did not find itself in a position to purchase additional assets.

**Transition to a new HRIS system**

At the time of this report, implementation of UKG Pro, our new HRIS system will be roughly 75% complete. We received a grant from the Community Services Recovery Fund to complete this work. The implementation of UKG Pro represents a significant modernization effort for our organization, Street Culture, transitioning from using BambooHR and PayWorks to a unified HR and payroll platform. This shift is expected to drastically reduce the administrative burden of managing multiple systems, thereby allowing our staff to dedicate more time to supporting the youth in our community. By embracing this digital transformation, we are poised to better adapt to the evolving needs of our organization and community.

**Grow revenue by 10% in 2023-24**

We increased overall revenue from \$4,681,896 in fiscal year 2022-23 to \$5,442,667 in fiscal year 2023-24. This marks a 16% increase from one fiscal year to the next.

**Grow construction revenues by 25% in 2023-24 to \$191,163.00 and establish SCP Construction Services as a social enterprise**

Construction revenue in 2023-24 grew to \$343,843 from \$154,930 in 2022-23. This marks a 122% increase in revenue from one year to the next. We grew our crew from two youth laborers to five in 2023-24.

**Increase diversity in workforce to 45% from 38%**

At the time of the writing of this report (September 2024) our employee diversity percentage is 62% (69 of 112 staff).

**Conclusion**

We appreciate all of our partners, funders, donors and community champions. Thank you to the Ministry of Social Services and the Ministry of Corrections, Policing and Public Safety, Namerind and Service Canada, the City of Regina, Future Generations Foundation, South Saskatchewan Community Foundation, SGI, and Canadian Western Bank for your support. Thank you to West Oak Investments for the prospects of a new head office at 400-2151 Scarth Street. And most importantly, thank you to the youth and staff that show up constantly and do the hard work. Our staff and youth are constantly learning, connecting and growing, the main tenets of our strategic plan. We firmly believe that we will achieve the best outcomes for youth and community if we are all willing to learn, to connect and to grow.



Jeff Dudar  
CEO - Street Culture Project