



**IGNITE: OUR 10-YEAR VISION
PLAN TO EMPOWER
COMMUNITIES, EDUCATORS,
AND YOUTH**



**JA
Southern
Alberta**

Member of
JA Canada

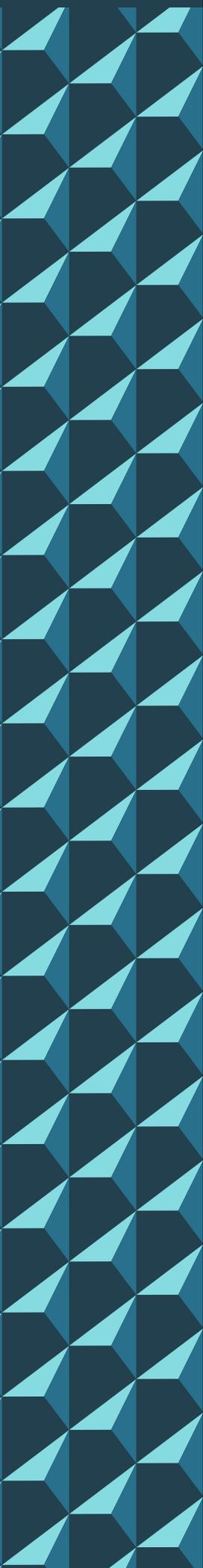


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About JA Southern Alberta

As one of the world's largest and most impactful youth-serving NGOs, JA delivers hands-on, immersive learning in work readiness, financial health, entrepreneurship, sustainability, STEM, economics, and more. Reaching more than 10 million young people each year, JA Worldwide is one of few organizations with the scale, experience, and passion to build a brighter future for the next generation of innovators, entrepreneurs, and leaders.

The impact of our real-world training goes beyond individual students. For over 100 years, JA has operated all over the world, even in areas of political instability, violence, and war, ready to help students through the unemployment, poverty, and hopelessness that stem from such conditions. By helping youth develop employment and entrepreneurial tools to find meaningful work and start sustainable companies, JA serves as a conduit for peace and prosperity. Through JA, young people are equipped with the skills and mindset to build thriving communities.

The JA Southern Alberta charter was launched in 1960 as Junior Achievement and is a member of JA Canada. It has grown into an organization that operates through six offices across southern Alberta, reaching nearly 40,000 students in grades three to 12 during the 2021/2022 school year.



Our Mission

Inspire and prepare young people to succeed in a global economy.

Our Vision

That young people have the skills and mindset to build thriving communities.

As a result, JA will be the partner of choice for businesses, educators, and policymakers around the globe seeking to expand the workforce and economic development.

Our Values

- Belief in the boundless potential of young people.
- Commitment to the principles of market-based economics and entrepreneurship.
- Passion for what we do and honesty, integrity, and excellence in how we do it.
- Respect for the talents, creativity, perspectives, and backgrounds of all individuals.
- Conviction in the educational and motivational impact of relevant, hands-on learning.
- Belief in the power of partnership and collaboration.

Our Pillars of Success

Junior Achievement is the successful link between education and the business world, giving youth the confidence and knowledge they need to define personal success, enhance their workforce readiness and pursue their dreams. Furthermore, JA inspires youth to make informed, educated and knowledgeable financial decisions, start companies, develop career plans and express their innovative spirit.

We do this by providing valuable programs for youth designed around three main pillars:

- Financial literacy
- Work readiness
- Entrepreneurship



Photo credit: Adam Peariso from Life Capture

Land Acknowledgement

In the spirit of truth, reconciliation, and respect, we honour and acknowledge the lands upon which we live and work as guests, including the traditional territories of the First Nations in Treaties 4 and 7 and the citizens of the Métis Nation Region 3. We thank the First Peoples of this land, which we now call Alberta, for their generations of ongoing stewardship of the land, and we seek to walk together in the spirit of truth and reconciliation to build a shared future for all in Alberta.

Message from the President & CEO

In the decade I have been with the organization, JA Southern Alberta has gone through nothing short of a transformation. Everything from program delivery methods to government partnerships to the content we focus on in our mission to inspire and prepare young people to succeed in the global economy has changed.

Recognizing the importance of our relationship with the government, we have initiated and strengthened relationships and partnerships with elected officials. We have proactively welcomed decision-makers at every level of government and from every political party into our organization.

In navigating the difficulties of a pandemic and the uncertainties of the global economy, we have fostered and maintained donor relationships with individuals and corporations committed to our mission of serving youth across Alberta.

As businesses, civil society groups, governments, and the public become increasingly interconnected, we have reimaged partnerships with the business community.

To address the evolving needs of the communities we serve, we have responded to technological and societal changes that have affected the way employers evaluate talent and the skills required to thrive in the workforce in 2022 and beyond.

As the landscape for youth-serving organizations changes with more competition and providers, we successfully launched new branding that recognizes the importance of connecting with those we serve. Throughout all of these changes, we've increased the impact we have on youth in Alberta, ensuring that they have the skills and resources they need to build thriving communities across our province.

This Plan outlines our commitments to help youth succeed in an ever-changing global economy—regardless of what that looks like today, tomorrow, or in a decade. To do this effectively, we must ensure that our organization is clear about where we are going, and what we hope to achieve.

That is what this Plan is all about: serving by leading.

This is a significant undertaking, but I am confident that with the help of the community we've cultivated, we can get there, together.

Yours in partnership,



Melissa From

Executive Summary

JA Southern Alberta's 10-Year Vision and Plan ("the Vision" or "the Plan") will guide the organization as it seeks to inspire and prepare young people to succeed in a global economy.

The Plan is both a vision for the future and a framework for how we plan to get there.

We solicited and integrated feedback from several stakeholders including educators, volunteers, corporate partners, employers, community leaders and donors. The feedback we received through this engagement informed many of the tactical, strategic, visionary, and systems-level evolution ideas presented in this Plan.

Vision: That young people have the skills and mindset to build thriving communities. As a result, JA will be the partner of choice for businesses, educators, and policymakers around the globe seeking to expand the workforce and economic development.

Pillars of success: JA Southern Alberta's pillars of success include financial literacy, career readiness, and entrepreneurship training.

Our Goals

To accomplish our strategic vision, we will focus on three strategic goals:

- **Community Leadership:** Be recognized as experts in financial literacy, career readiness, and entrepreneurship training, not just with key stakeholders, but with the general public.
- **Provide educator support:** Equip educators with the tools they need to effectively integrate financial literacy, career readiness, and entrepreneurship training into every aspect of the curriculum.
- **Increase our impact:** Expand student reach so that 75 percent of Alberta's students have the opportunity to receive JA programming throughout their educational journey.

Introduction



JA Southern Alberta has operated in Alberta for over 60 years. As the largest youth-serving organization in the world, Junior Achievement (“JA”) has a global reach with long-standing Alberta roots.

Like so many organizations, JA Southern Alberta finds itself at an inflection point. So much about the world is changing due to societal, technological, government, and business forces (to name just a few).

Every three years, the organization engages in a strategic planning exercise that identifies tactics and strategies for the near term. The organization prepares a business plan every year for the fiscal year beginning on July 1 and ending on June 30.

This is the first time that JA Southern Alberta engaged in long-term vision planning.

As we continue to fulfill our mission of inspiring and preparing young people to succeed in the global economy, we must recognize the opportunities we have to rethink how we achieve our vision and mission.

This Plan does just that.

In developing the Plan, we considered our strategic plan, business plans, stakeholder feedback, and environmental factors.

The Plan will guide us as we approach new challenges and tackle new goals. When we are faced with difficult decisions or competing priorities, this Plan will focus our attention and remind us of the commitment we’ve made to deliver as much social good as possible.

We challenged ourselves by dreaming big in nearly every aspect of our organization: from the way we engage with our stakeholders, to the way we deliver programming, to how we position ourselves as leaders within the community, to how we conceive of future growth opportunities.

What’s more: we have provided several opportunities for our valued partners and key stakeholders to help us achieve the goals we have outlined so that we can maximize social good, together.

Engaging Our Key Stakeholders

As part of our strategic vision planning process, JA Southern Alberta considered feedback from several of our key stakeholders.

Many of these stakeholders are also valued partners, as without their feedback, collaboration, and support, we would not be able to achieve our goals set out in this Plan.

Our key stakeholders and partners include:

Students: Empowering students with financial literacy, career readiness, and entrepreneurship education is the reason JA exists as an organization.

Educators: Teachers welcome JA Southern Alberta volunteers into their classrooms as well as deliver JA Southern Alberta programming.

Volunteers: Volunteers from the business community provide opportunities for students to learn from experienced professionals from within their community.

Education Administrators: Senior administrators at the school and board levels set priorities for their districts and help facilitate in-classroom programming for students.

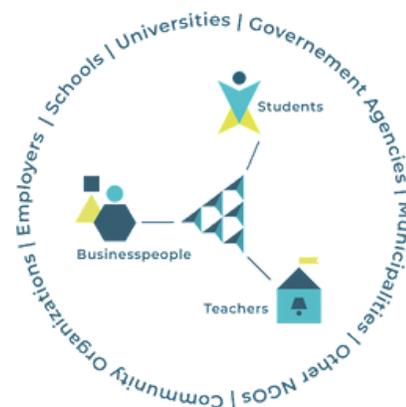
Corporate partners: Corporate partners contribute to JA Southern Alberta through sponsorship and partnerships which includes financial and volunteer support.

Employers: Employers in our province hire JA students and alumni and have a clear understanding of the skills they require in their workforce today and what they may require in the future.

Donors: JA Southern Alberta has cultivated relationships and partnerships with several high-net-worth individuals from Alberta's business community. These individuals help sustain the organization financially and identify new opportunities to collaborate with others interested in the same.

Community: Organizations with a vested interest in JA's mission help raise awareness about JA's offerings and student impact. These organizations range from other youth-serving charities to business associations and chambers of commerce.

Post-secondary institutions: JA Southern Alberta's mission is highly aligned with that of Alberta's post-secondary institutions ("PSIs"). Students are exposed to possible career opportunities through JA Southern Alberta's programming, and PSIs are often part of a student's educational journey after leaving high school.



Government and elected officials: Curriculum linkages to JA Southern Alberta programming and funding support are both important for JA Southern Alberta's success. While government funding is not the majority of JA Southern Alberta's budget, increased support has allowed the organization to explore new program offerings and increase student reach.

Staff: JA Southern Alberta's team is creative, nimble, and critical to the success of JA Southern Alberta's programming. Staff are involved in the day-to-day realities of program delivery and have a unique perspective.

Board of Directors: JA Southern Alberta's board of directors provides governance oversight and strategic advice to the organization and provides a helpful link to the business community and corporate partners.

We took what we heard from our partners and developed our Vision with the feedback of each incorporated into our Plan with the understanding that everything we do is with the intention of preparing youth to succeed in a global economy.

Approach

In developing the Vision, we considered the impact that JA Southern Alberta has had on youth and our communities over the last 60 years and the impact that we would like to have over the next decade.

We considered our preconceived notions and assumptions, environmental factors, and pre-existing strategic and business plans.

In developing the Vision, we focused on three strategic goals:

- **Community Leadership:** Be recognized as experts in financial literacy, career readiness, and entrepreneurship training, not just with key stakeholders, but with the general public.
- **Provide educator support:** Equip educators with the tools they need to effectively integrate financial literacy, career readiness, and entrepreneurship training into every aspect of the curriculum.
- **Increase our impact:** Expand student reach so that 75 percent of Alberta's students have the opportunity to receive JA programming throughout their educational journey.

Each of these strategic goals is informed by our **mission** to inspire and prepare young people to succeed in a global economy as well as our **vision** that young people have the skillset and mindset to build thriving communities through our **pillars** of financial literacy, career readiness, and entrepreneurship training.

The Vision outlined on the pages below is not meant to be an exhaustive list of all the actions JA Southern Alberta will engage in to reach its goals. Rather, this exercise will inform how JA Southern Alberta assesses challenges, opportunities, and growth expectations for the next decade.

The Vision provides a lens JA Southern Alberta will use when developing business plans and determining the strategic priorities of the organization for the next decade.

The Vision, like any other plan, is not an exhaustive list of everything JA Southern Alberta intends to accomplish over the next decade. We acknowledge that as more information becomes available or as circumstances change, so too must our tactics and strategy.

Assumptions

As a way of evaluating our perceptions going into this exercise, we made a note of our assumptions before soliciting stakeholder input.

Quality is better than quantity: JA Southern Alberta has been focused on expansion so that more students may have access to JA's programming. In doing so, we have extended programming to primary grades, developed more programs and diversified the program delivery method to include self-directed and teacher-led options in addition to the traditional volunteer-led method.

Virtual and digital tools are not a perfect substitute for in-person learning: JA Southern Alberta pivoted during the pandemic so that students would still benefit from programming but recognizes there is likely room for improvement to make programming more interactive, support teachers, empower parents, as well as allow students to access the technologies we offer with greater ease and frequency. Even though virtual learning is an excellent option, for certain program areas (like digital literacy training) an in-person, in-classroom component is still required to avoid the self-selection bias and get students excited about the new concepts and ideas being presented.

Increases in competition call for greater brand awareness among stakeholders. Even though JA Southern Alberta has delivered financial literacy programming in Alberta for decades longer than any other organization, there are an increasing number of organizations operating in this space—both for-profit and nonprofit—some of whom are not based in Alberta. We anticipate a greater marketing and engagement focus may be required to expand our reach and create brand awareness about JA Southern Alberta's programs, model, efficacy, and history in the province.

Entrepreneurship can be taught. JA Southern Alberta believes that qualities of entrepreneurship are matters of nurture rather than simply nature, meaning the skills taught through JA programming have a direct linkage to the number of entrepreneurs and innovative thinkers in our communities, which has a direct link to economic development.

Environmental Scan



JA Southern Alberta operates within an ecosystem of diverse stakeholders as part of a global economy that is constantly changing and presenting organizations with disruptions and challenges.

The world is not static, and the pace of change is faster than it ever has been.

Therefore, it is more important than ever that JA Southern Alberta accounts for these realities as we implement the Vision through our strategic goals.

Fundraising: With high oil prices and significant diversification in the technology and startup ecosystems underway, southern Alberta's economy is booming. This has created opportunities for new partnerships as well as consistent financial support from existing partners; however, as interest rates and the cost of living continue to increase, it is more important than ever for JA Southern Alberta to continue to diversify its funding model so that it can withstand disruptions that may occur as a result of future possible economic contractions.

Competitive landscape: JA Southern Alberta has the longest track record of serving youth in Alberta. Recently, new, youth-serving organizations have started delivering programming in communities that may have previously only been served by JA Southern Alberta, creating greater competition and choice for administrators and educators. This has and will continue to create a need for JA Southern Alberta to invest in brand-building activities and identify new ways to connect with the communities and youth that we serve.

Government and public policy: JA Southern Alberta invested in developing positive relationships with the provincial government and Opposition MLAs. There will be different elected officials, new governments, and new challenges for our organization to overcome. JA Southern Alberta is a non-partisan organization that has worked with diverse governments in Alberta for over 60 years. Maintaining positive and productive relationships with all elected officials, political parties, and public servants has and will continue to be an important priority to ensure we do not risk our ability to partner with the government in delivering good to the communities we serve.

Affordability: Families are feeling the effects of inflation and rising interest rates bringing financial literacy to the forefront of public discourse. Financial literacy and career readiness training are important to parents and students alike to navigate uncertain economic times.

Social forces. Social forces include a shift toward focusing on equity, diversity, and inclusion ("EDI") as well as Indigenous reconciliation. This is important to partners, government, donors, and students alike, and is often a requirement for new partnerships and program development. Further, to adequately serve communities that are in high need, JA Southern Alberta must evaluate how our programming and delivery methods address EDI concerns to ensure our programming can be accessed by all.

JA across the prairies: JA operates in Manitoba, and Saskatchewan and has two chapters in Alberta: JA Southern Alberta and JA Northern Alberta. Collaborating across these four chapters is an ongoing consideration for JA Canada and JA Southern Alberta, including what the best operational model is to achieve these goals.



JA Southern Alberta's 10-Year Vision and Plan

JA Southern Alberta identified three strategic goals after taking into account findings from the environmental scan, feedback from stakeholders, and JA Southern Alberta's mandate and mission.

Strategic goals will point JA Southern Alberta in a direction that will inform the organizational vision, strategy, and tactics.

The strategic goals identify areas where there are opportunities to leverage the strengths of JA Canada and JA Worldwide with local expertise, shared history, and regional economic opportunities and strengths.



Strategic Goals

In the next decade, JA Southern Alberta will advance three strategic goals:

- **Community Leadership:** Be recognized as leaders and experts in financial literacy, career readiness, and entrepreneurship training, not just with key stakeholders, but with the general public.
- **Provide educator support:** Equip educators with the tools they need to effectively integrate financial literacy, career readiness, and entrepreneurship training into every aspect of the curriculum.
- **Increase our impact:** Expand student reach so that 75 percent of Alberta's students have the opportunity to receive JA programming throughout their educational journey.

Together, these intentions represent JA's 10-Year Vision ("the Vision").

The Plan

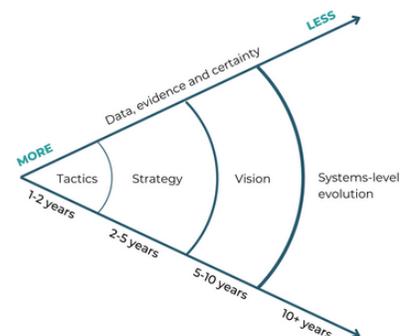
The Plan will guide JA Southern Alberta for the next decade, informing our operational objectives, goals, areas of focus, and key stakeholders.

As we look further into the future, things become less predictable.

Therefore, the Plan is informed broadly by desired systems-level evolution and distilled down to tactics in the near term where there exists stronger data and evidence as well as greater certainty.

The purpose of conceiving the Plan in this way is to ensure JA Southern Alberta's activities are aimed with intention when it comes to vision and systems-level evolution and the right-left forces that inform such changes with the expectation that as more information becomes available, our strategic and tactical considerations from the left-right will adjust accordingly.

JA Southern Alberta's risk appetite will inform tactics, strategy, and vision planning. We acknowledge that there will be a different risk tolerance for different aspects of the Plan.



Each aspect of the Vision is broken down into four component parts including tactics, strategy, vision, and systems-level evolution that inform and shape the Plan.

- **Tactics:** Looking 12 to 24 months ahead, JA Southern Alberta is able to identify trends and probable events both internal and external to the organization that will affect projects or goals.
- **Strategy:** Looking two to five years ahead, JA Southern Alberta is able to identify priorities, resource allocation, and any personnel changes needed.
- **Vision:** In the next five to 10 years, JA Southern Alberta can formulate actions based on where it will consider large investments or significant outside changes that will impact the organization.
- **Systems-level evolution:** Looking a decade or more into the future, JA Southern Alberta will consider how it intends to meet the challenges and face disruptions and how these will affect individual projects or goals.

Strategic Goals

To be effective, strategic goals must encapsulate what the organization hopes to achieve and become. The purpose of the visioning exercise is to engage in the art of the possible, distilling the “how” from the “what.”

The strategic goals are JA Southern Alberta’s north star, guiding organizational decision-making, strategic planning, and tactics, informed by stakeholder feedback.

Community leadership

As the longest-serving non-profit delivering financial literacy programming in classrooms across Alberta, JA Southern Alberta is widely recognized by educators as a reputable and quality youth-serving organization.

However, as our society, our students, and the nature of brand-building change and evolve, so too must JA Southern Alberta’s approach to community leadership.

For over six decades, JA has facilitated collisions and built networks with diverse stakeholders.

These networks have helped us with our mission to inspire and prepare young people to succeed in a global economy.

But we can do more.

Instead of just focusing directly on how we serve students through our in-classroom programming, what if we reimagined how financial literacy, entrepreneurship, and career readiness resources could be infused into the ecosystem in the communities we serve?

As power and influence within government, the business community, and society at large become increasingly decentralized; civil society groups have a more significant opportunity to organize effectively and create powerful movements and districts based on shared interests and values. This effort requires only that JA Southern Alberta recognize this power and that the organization chooses to embrace it.

JA Southern Alberta is an established community leader, influencer, and thought leader. Albertans across every community in the province have the opportunity to access JA Southern Alberta’s resources to improve their financial literacy, career readiness, and entrepreneurship training.

Provide educator support

JA Southern Alberta has always strived to support educators as much as we help students. We know that students benefit when educators have the tools they need to deliver programming confidently.

But right now, educators are doing the best they can with the resources they have.

They are working to address the challenges that have arisen as a result of the global pandemic while facing challenges in their work environment as any other sector has.

There is no need for business and education to be at odds with one another; we can work collaboratively to equip educators, empower students, and bridge the divide.

We can go far if we go together.

It is possible to maximize the benefits of JA programming by equipping educators with the resources and tools they need to integrate principles from our three pillars into lessons across the curriculum.

JA Southern Alberta will lead a collaborative effort to integrate financial literacy, career readiness, and entrepreneurship training into the educational and professional development journeys of current and future educators.

Increase our impact

JA is on a mission to ensure that every student in Canada has access to financial literacy, career readiness, and entrepreneurship training. This means we must innovate on how we deliver programming, evaluate our operational model, and continue to expand our networks and reach.

In 10 years, 75 percent of Alberta's students will have the opportunity to access JA Southern Alberta programming so they can learn skills that will help them understand and manage their finances, identify and pursue meaningful career opportunities, and become an entrepreneur (or at least develop the skills required to think like one).

We also commit to providing relevant and innovative programming that engages students, parents, and educators by soliciting and responding to feedback.

JA Southern Alberta will invest in student growth so that all students, regardless of where they are in the province, will have access to our programming. We will create opportunities for engagement outside of in-classroom activities as well as connectivity with the business community to set students up for future success.

Transforming our Vision into Reality

The Vision will inform these exercises and act as a guiding document connecting the long-term vision to short-term action when it comes to our strategic goals, including

- Raising our profile with the public to be seen as **community leaders**;
- Leading the way in **providing educator support**, and
- **Increasing our impact** by expanding our student reach.

JA Southern Alberta develops business plans every year and engages in strategic planning every three years.

How we'll become recognized experts

Achieving our goal of community leadership is multifaceted. It requires collaboration with like-minded organizations, government, and the business community directly as well as investments in indirect methods to ensure we raise awareness about the work JA Southern Alberta does with the general public.

Invest in marketing efforts: Raising organizational awareness will help people understand JA Southern Alberta's competitive advantages in entrepreneurship and work readiness training. As different providers enter the market, JA Southern Alberta will continue to invest in telling stories about its history and success in the province. Traditional and non-traditional or indirect marketing efforts will be explored as opportunities to increase public awareness about what JA does, and why it is the best at it. Senior leadership, as well as board members, will be expected to engage in brand-building, podium, and thought leadership activities to help carry this message.

Government relations: JA Southern Alberta is the most reputable brand delivering financial literacy, entrepreneurship, and career readiness training. Government support for our mission has given us the ability to rethink new projects, increase student reach, and expand our program offerings.

Expand program offerings: Raising organizational awareness will help people understand JA Southern Alberta's history and competitive advantages in entrepreneurship and work readiness training.

Collaborate with like-minded groups: Including organizations, businesses, associations, and other groups that are interested in ensuring youth have access to programming on our pillars.

How we'll provide educator support

JA Southern Alberta is committed to supporting educators, so they can best support students. We acknowledge we must work with educators, their representatives, school boards, post-secondary institutions, and professional development organizations to achieve this goal.

Develop a teacher training program: Teachers have access to professional development opportunities for nearly every subject they are required to teach; therefore, we should give them the resources required to deliver high-quality financial literacy, career readiness, and entrepreneurship training beyond the areas where the curriculum explicitly includes it as a learner outcome.

Lobby for inclusion of pillar concepts in post-secondary programming for aspiring educators: Just as students benefit from a graduated pedagogy, so too will educators. By introducing pillar concepts during post-secondary education courses, educators will have the opportunity to learn the material over time, so they feel confident when delivering lessons to students.

Bridge the divide between business and education: The silos that may have previously existed between the business community, academia, and education need to be addressed. JA Southern Alberta is a natural linkage between these communities given our involvement in school boards across the province and deep connections within the business community.

How we'll increase our impact

Educator support: Equipping educators will have direct benefits for student growth as educators feel comfortable integrating content into multiple areas of the curriculum.

Develop digital literacy tools: Building on JA Canada's goal to accelerate digital program offerings, JA Southern Alberta will invest in shrinking the digital divide for the students we serve. In addition to maintaining our presence on traditional channels, we will expand our programming through investments in media and technology that will help us reach students in regions that are difficult to access.

Evaluate opportunities for expansion: We will seek to align with the JA network across the country where economies of scale in operations may provide a better experience for educators and students.

Invest in alternative revenue-generation sources: As we face economic and political uncertainty, we will work to ensure we maintain a sustainable business model by exploring opportunities for alternative funding and resource-sharing with other like-minded organizations. We will collaborate by sharing global and local assets wherever possible.

Roadmap

Here’s an outline of when we plan to implement our Vision by achieving our goals over the next decade, recognizing we need to remain nimble and adapt to changing circumstances.

We will achieve our vision to **raise our profile, support educators, and increase our impact** by shifting our tactics and strategy over the next decade, which together, will represent an evolution in how we prepare students to succeed in a global economy.

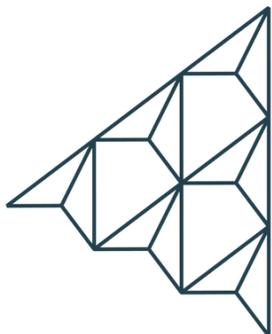
Prepare <i>Tactical considerations over the next one to two years.</i>	Implement <i>Strategic implementation over the next two to five years.</i>	Demonstrate <i>Vision and strategic objectives recognizable inside and outside the organization in the next five to 10 years.</i>
<ul style="list-style-type: none"> • Integrate Vision into business and strategic plans and assign key performance indicators to track progress. • Develop and propose our teacher training curriculum. • Identify and cultivate relationships with Vision stakeholders. • Secure funding from private and public donors to execute strategic goals. • Hire key competencies required to implement Vision. • Shift government relations efforts to secure funding and support for implementation. • Identify target thought leadership, membership, and podium opportunities that will empower us to raise our profile. 	<ul style="list-style-type: none"> • Launch teacher training program. • Increase student reach by investing in digital resources. • Develop resources to support educators and parents. • Engage in consistent communications efforts for brand awareness. • Resource allocation for thought leadership activities. 	<ul style="list-style-type: none"> • Increased educator confidence and knowledge in key pillars. • JA Southern Alberta is recognized by the public as a community leader and an expert in key pillars, called upon regularly by the media, government, and the community for thought leadership. • Successful delivery of programming to 75% of Alberta’s students annually. • Audience growth through social influence platforms converts into student growth and/or community leadership.
<p>SYSTEMS-LEVEL EVOLUTION <i>10+ years</i></p>		

Our Commitment

JA Southern Alberta recognizes the enormity of what we have outlined in the Vision. As part of this process, we will:

- Solicit regular feedback from key stakeholders to inform our tactics and strategy.
- Make staff available to support community initiatives, demonstrating we are good partners.
- Seek new partnerships with entrepreneurs, business organizations, like-minded non-profits, and donors to advance our strategic goals.
- Work with municipal, provincial, and federal governments while maintaining our role as a non-partisan organization.
- Report on our progress.
- Share our successes with the general public and key stakeholders.

Our goal is to maximize our impact by making our financial literacy, career readiness, and entrepreneurship training resources available to as many people as possible and by equipping those that deliver programming with the skills, training, and resources they need to ensure young people have the skillset and mindset to build thriving communities across the province of Alberta.



Getting Involved



In order for JA Southern Alberta to accomplish the goal of maximizing social good, we will need to work collaboratively with our key stakeholders.

As a youth-serving organization, we recognize it is imperative that everything we do is focused on improving the student experience and maximizing learning opportunities and outcomes.

To do so, we must work collaboratively with our key stakeholders to achieve our goals of community leadership, educator support, and student growth.

We encourage our stakeholders to get involved to help us achieve our vision.

Students: Provide feedback on program delivery. Offer suggestions for new programming and engagement opportunities.

Parents: Share feedback on how your children are applying the concepts they learn. Identify areas where we could be doing a better job or topics we should consider.

Educators and administrators: Participate in teacher training opportunities available. Integrate financial literacy, career readiness, and entrepreneurship training into different areas of the curriculum.

Volunteers: Support and collaborate with educators. Recruit those within your network to volunteer.

Donors and corporate partners: Invest in long-term projects that will help achieve our Vision. Identify thought leadership and podium opportunities. Champion JA within your networks.

Business and civil society groups: Identify areas for partnerships or collaborations. Offer to volunteer for in-person programming.

Government and policymakers: Provide financial support for new initiatives and curricula linkages. Support educator training initiatives.

General public: Support financial literacy, entrepreneurship, and career readiness training in your children's classrooms. Engage with our content on social media. Sign-up for our newsletter.

Photo credit: Adam Peariso from Life Capture

Gratitude

JA Southern Alberta is grateful for the individuals and organizations that shared feedback that informed the Vision.

Students: From rural, remote, and Indigenous communities across the 27 school boards in southern Alberta that JA operates.

Educators and administrators: From the 27 school boards in southern Alberta that JA operates.

Volunteers: Over 500 volunteers from across southern Alberta work with our organization each year, many of whom provided their feedback that informed this Vision.

Corporate partners: Including supporters and partners that align with JA Southern Alberta's mission.

Donors: Members of the Economic Futures Council generously shared their time through a series of one-on-one interviews about organizational transformation.

Civil society groups: Including non-profits, community groups, and business associations, as well as post-secondary institutions.

Government and elected officials: Curriculum linkages to JA Southern Alberta programming and funding support are both important for JA Southern Alberta's success. While government funding is not the majority of JA Southern Alberta's budget, increased support has allowed the organization to explore new program offerings and increase student reach.

Staff: Feedback on what our organization does well, what we can improve upon, and how we might consider implementing big ideas.

Board of Directors: Inspiration on how to create the biggest impact while delivering on JA Southern Alberta's mission in a responsible way.

Connect with JA Southern Alberta

As part of JA Southern Alberta's ongoing engagement process and desire to build community through the work we do; we invite any stakeholders to reach out to us directly with feedback or ideas on how we can best deliver on our mission.

We also encourage interested organizations to reach out with partnership and collaboration opportunities.



**Ignite: Our 10-Year
Vision Plan to
Empower
Communities,
Educators, and
Youth**



**JA
Southern
Alberta**

Member of
JA Canada