



# 2021–23 Strategic Intent

Jan 2022



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## 2021-23 Strategic Intent Welcome Message

We are delighted that you are interested in learning about EPP Canada's strategic intent.

As a board, we have been on a six-month journey to **set our direction, clarify what we care about, and define who we are**. Getting to clarity takes **time, patience, inquiry and introspection**. At the **heart of the matter**, we care about ***freeing people all over Canada from the prisons of our own making***. As I write this statement and see the words on paper it makes my heart race. It is **bold**, it is **audacious**, and it is **worthy of our efforts**.

In order to bring our promise into being, having a **clear vision and strategy is imperative**.

At EPP, one of our core values is "**doing the work together**". Our strategic intent reflects the support and guidance from many. **Thank you** to my colleagues on the EPP Canada Board – founders Gonzalo Peralta, Sheila O'Gorman, and Peter McGaugh, our newest board member Kate Ross LeBlanc, and our Executive Director, Hazel de Burgh - **for your minds, hearts, dedication and commitment**. A big thank you to EPP Global, Susan and Rick Olesek, Lance White, Halida Hatic, the EPP Global staff and other EPP affiliates for the **generous sharing of your ideas, documents and wisdom** that have so beautifully **set us on our path**. Finally, I am grateful to Anna Jones and other Canadians who have contributed through various groups and individually. We have **learned and received so much** through all of you.

Here's to **EPP Canada and our future ahead!**

Warmly, Heather Neely  
Board Chair

January 2022



## 2021-23 Strategic Intent Introduction

EPP Canada is **dedicated to freedom**, and our promise is to launch an organization that serves as a container for all involved: **people involved in Canada's correctional system, guides, donors, volunteers, and staff**, to free ourselves through understanding and through doing the work together. As we launch this venture, we've identified three **cornerstones** that we know will set the **foundation** for a solid, long-lasting, and effective organization.

- **First come people.** We will focus on creating a team that has the **skills, the commitment, and the heart to deliver on our mission.** This begins with our board of directors and extends to staff, volunteers, supporters and participants. Our hope is to one day soon have **ambassadors** who are the embodiment of our purpose. Nothing speaks more powerfully. Connection with the rest of the EPP community is also an important component of our strategy, including our counterparts around the world and the founders and leaders within EPP US.
- A **second cornerstone is our legal and financial foundation.** For EPP Canada, this piece is not something to do to get to where we want to go. We are part of a larger collective with norms and conventions, and we wish to be **respectful and transparent** with our fellow Canadians. We take our governance and application for charitable status seriously, and we are aware that when we accept donations, we are also accepting a **responsibility.** When we manage programs, we make commitments. We aim to build the trust of government, donors, institutions and all involved.
- A **third cornerstone is learning.** We are a new organization. While our objectives are clear in our hearts, the exact path is not yet known. What we do know is that **we have much to learn** about the ecosystem in which we plan to work and the people we plan to work with. We are excited to be on this learning path and to undertake the research and personal learning that is needed, extending from our client communities to Canada's multijurisdictional reality and our justice and correctional system. We are also committing to research on the impact of our work to help promote our programs and to create even better ones.

During our startup phase, we are focused on preparing for a future to deliver programming. We have an **amazing program** to deliver, inspired by the heart of EPP founder Susan Olesek and created through the contributions of so many. We need **guides** – who are currently in training. We need **funding.** We need **institutions** ready for what we offer. Our strategic intent recognizes the importance of the **convergence** of these three threads.

### EPP Canada's Statement of Purpose:

To develop and deliver **rehabilitative programs** as well as mentorship, life-skills, counseling, and educational support in order to provide **skills and resources** to **promote safety, improve lives and reduce crime and recidivism** among individuals who are **early offenders, incarcerated, formerly incarcerated or at risk of incarceration**, and **their families and others involved** in the Canadian correctional system.

### EPP Canada's Mission, Vision and Values:

#### **We are on a Mission**

- Enneagram Prison Project Canada is on a mission to understand **why we do what we do, using the Enneagram** to inspire **transformation** on both sides of the bars through **self-awareness, self-regulation, and self-compassion**.

#### **Our Vision**

- **Freeing people** – all over **Canada** – from the **prisons** of our own making.

#### **Core Values**

- We are **transparent**
- We **do the work together**
- We are **flexible**
- We **trust**
- We have **integrity**
- We are **compassionate**
- We are **grateful**
- We **value diversity, equity, inclusion, accessibility and belonging**

### 2021-23 Strategic Objective:

EPP Canada is committed to establishing the foundations of a strong and vibrant organization which focuses on the **convergence** of **funding**, **programming** and **guides** to deliver to our desired **client communities**.



# 2021-23 Strategic Intent Components

## Client Communities

- Before Prison
- In-Custody
- After Prison
- Others

## Convergence

- Funding
- Programming
- Guides

## Building Community

- Highly Engaged & Inclusive
- Canadians
- Global EPP

## Communication & Awareness

- Key Audience/Relationships (Who)
- Key Messaging (What/When/How)
- Utilize EPP Structure/Tools

## Learning: Clients, Partners & Funders

- Data/info/research on:**
- Environment/Landscape
  - Federal/Provincial Jurisdictions
  - Justice System
  - Penal System
  - Recidivism
  - Ourselves/Biases (Being the Work)
  - Canadian Systemic/Cultural Issues
  - Vulnerable Groups
  - **Funders**

## EPP Canada Governance

- Incorporation; Charitable Status; Bylaws
- Board composition; Executive Director; Advisory Board
- Create/Launch 'Circles'
- Alignment to EPP Mission, Vision, Values
- BEING the Work (Teal)
- Flexibility/Emergent Approach

# 2021-23 Strategic Intent Timeline

<p>Client Communities</p>	<ul style="list-style-type: none"> <li>• 2021-22: Explore and understand prison system in Canada (and other target client communities).</li> <li>• 2022: Launch programs in Prisons. Sense &amp; respond to emerging opportunities (be flexible).</li> <li>• 2023: Expand numbers of prisons in which we are engaged plus additional client communities.</li> </ul>
<p>Convergence</p>	<ul style="list-style-type: none"> <li>• 2021-22: Work towards launch preparedness. Build towards the convergence of funding, programming, and guides.</li> <li>• 2022: Define opportunities and launch. See what emerges and learn along the way. Tweak accordingly.</li> <li>• 2023: Commitment to a convergence approach with expanded client communities.</li> </ul>
<p>Building Community</p>	<ul style="list-style-type: none"> <li>• 2021-22: Commit to learning about and launching circles – fewer well done is better than many not well cared for. Identify, prioritize, and launch key circles for startup priorities. Create engagement plans.</li> <li>• 2022 and 2023: Expand community building as per Learning.</li> </ul>
<p>Communication &amp; Awareness</p>	<ul style="list-style-type: none"> <li>• 2021-22: Identify stakeholders deserving communications and commit to using EPP resources (people, platforms) to raise and maintain awareness of unfoldment of EPP Canada. Develop fundraising/funding plan. Develop funding opportunities.</li> <li>• 2022: Prepare to expand awareness of EPP Canada through an amazing Communications Plan. Obtain funding</li> <li>• 2023: Expand on 2022.</li> </ul>
<p>Learning: Clients, Partners &amp; Funders</p>	<ul style="list-style-type: none"> <li>• 2021-22: Research &amp; analysis on landscape. Deeper dive into opportunities with prisons. Define insights, priorities, metrics.</li> <li>• 2022: How will we know if we're successful re: convergence, community, communication &amp; awareness? Lean into EPP.</li> <li>• 2023: Learn from guiding.</li> </ul>
<p>EPP Canada Governance</p>	<ul style="list-style-type: none"> <li>• 2021-22: Establish foundational governance processes: board composition, bylaws, board meetings, budget, charity application. Create &amp; launch circles. Obtain resources needed to support growth (funding &amp; people). BE flexible.</li> <li>• 2022: Establish AGM, Advisory Board. Obtain charitable status. Determine focus of support needed from Board/Advisors.</li> <li>• 2023: New strategic direction 2024-2029!</li> </ul>