



STRATEGIC PLAN: 2016–2021

Quality Mentoring. Maximize Potential.



Big Brothers Big Sisters
of London and Area

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MESSAGES FROM THE CEO AND BOARD PRESIDENT

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LETTER FROM THE CEO

I have had the privilege of serving as part of the team of Big Brother Big Sisters of London and Area (BBBSOLA) since 2009 when I started as a Mentoring Coordinator. Reflecting on the time that has passed and the opportunities I have had to connect with young people, mentors, and families, I am thrilled to think about the lives that have been impacted and changed.

Now, as the Chief Executive Officer of the organization, I am excited about the opportunity the leadership has taken to not only look back, but also the investment we have made in looking ahead to the future. As leaders, we may not have a crystal ball, but our vision for the future is clear, in that we will continue **to provide quality mentoring to every young person in need**. Our new strategic plan will act as our road map to help us navigate each step of the way.

The strategic planning process has provided us with a deeper understanding for what it will take to be successful in the future and will be instrumental in guiding our decisions and our direction. We will place an emphasis on developing the people that live out our mission, both the staff and volunteers. We will make decisions to ensure the long-term sustainability of our organization. We will ensure, through regular review and evaluation, that our programming and services have maximum impact on the individuals and families we have the opportunity to support. We will look to be strategic in expanding our community partnerships, as we understand the value of collaboration and we will strive to become a louder voice and a more influential leader in the community so that our work and our impact is understood and fully supported.

The strategic plan describes in detail where we want to go and how we expect to get there. I thank you for your support and ask that you stay connected with us throughout our journey to 2021.



A handwritten signature in black ink, appearing to read 'W. Matthew Chater'.

W. Matthew Chater
Chief Executive Officer, Big Brothers Big Sisters of London and Area

LETTER FROM THE BOARD PRESIDENT

On behalf of the Board of Directors we are pleased to present a new 5-year strategic plan for Big Brothers Big Sisters of London and Area. This plan is the result of an inclusive journey – not only an internal reflection, but also connecting to our stakeholders throughout the community. These stakeholders provided us with valuable insight into our organization and allowed us to create a plan that is ambitious, achievable, and resilient.

The launch of the 2016-2021 strategic plan provides an exciting and refocused platform for BBBSOLA. It allows us to continue providing meaningful mentoring connections to our community's children and youth. The plan also gives our team stretch and actionable priorities that are in line with the needs of Middlesex County and also today's economic and social realities.

With the strategic plan now in place, we, as a Board, have tasked the CEO and management team to create operational tactics that are tied back to the purpose delivered from the strategic plan. The operational plan also contains such metrics and goals that will allow us as a Board to continually evaluate our progress so that we can make informed and justified decisions in governance. As a team, the Board and staff will ensure that BBBSOLA best utilizes its resources to achieve our new strategic objectives.

Our success has never been the product of happenstance – the hard working and committed staff, volunteers, and supporters have generated our impact on this community. Thank you to all who have contributed to us achieving our mission. I myself am proud to be part of this impact and encourage you all to continue to take hold of this responsibility and act accordingly.

A handwritten signature in black ink, appearing to read 'Trev McAninch'.

Trev McAninch

Board President, Big Brothers Big Sisters of London and Area



OUR STRATEGIC PLANNING CONTEXT

OUR STRATEGIC PLANNING CONTEXT

HISTORICAL CONTEXT

Big Brothers of London: Big Brothers of London started in 1971 by a committee under the leadership of Provincial Court Judge Maurice Genest. His vision to offer mentorship to youth developed as he found that he was sentencing many young people coming through his court and believed that, if they had a caring adult in their life, a sentence could have been averted. Community support along with the United Way and other generous donors quickly helped build a strong and viable organization for young boys.

Big Sisters of London: In 1973, Dr. Carol Brooks formed a small committee to carry out a needs assessment on young girls within the London community; the results informed the committee who in turn established Big Sisters of London. By 1974 the first Board of Directors was formed and by 1976 Big Sisters of London became a United Way agency. This organization had a vision to provide programming to young girls who were in need of a Big Sister and they stayed true to that vision. In 1993 a capital campaign was launched under the guidance of Janet Stewart and Betty Ann Widdrington and in 1994, the purchase of Big Sister House was unveiled. This was a huge accomplishment for the agency and helped to form the positive programs along with the environment in which to conduct them.

Big Brothers Big Sisters of London and Area: On February 1, 2009 Big Brothers of London and Big Sisters of London followed the success of other agencies across Canada and unified as Big Brothers Big Sisters of London and Area. Creating healthy communities through collaboration has been a heightened priority in London and area; therefore it was a wise and strategically-sound decision to integrate the services of both organizations to achieve greater benefits for the young people and families across London and Middlesex County.

“The unification of Big Brothers and Big Sisters of London is a big step forward for our community, together we will be able to further our shared vision of expanding and enhancing the Mentoring programs that have such a positive effect on children in the community.”

Agreeing that providing children and youth with quality mentoring programs will help to build caring, creative, responsible adults tomorrow, the unification committee stated;

“Together we are looking forward to using our collective expertise and resources more effectively and efficiently to achieve a strengthened community.”

With both agencies planning for future growth, the time was right for this proactive change. Through the continued support of the London and surrounding communities, and as a United Way agency, Big Brothers Big Sisters of London and Area began the journey to provide excellent mentoring services to more young people and families throughout our communities.

VISION

Provide quality mentoring programs to every young person in need.

MISSION

We provide quality mentoring relationships to young people in need, helping them reach their potential.

IMPACT ON COMMUNITY

We believe every young person should have the opportunity to reach his or her full potential, both as individuals and citizens.

We believe that by changing the course of young lives, we can help change the course of a community's future. Changing a young life will contribute to a reduction in poverty and unemployment, to safer schools and neighbourhoods, and to a renewed optimism for personal growth.

We believe that opening a child's eyes to what is, opens their mind to what could be.

For nearly one hundred years, Big Brothers Big Sisters has been making a positive difference in the lives of our youth by developing and implementing a wide range of mentoring programs through our community-based, school-based, one-to-one, and group programs.

Serving as role models, our mentors teach by example the importance of giving and giving back, of staying in school, and of having respect for family, peers, and community. Each time we pair a child with a mentor, or introduce a group of students to an in-school program, we start something incredible – a life-changing relationship built on friendship, trust, and empowerment.

Witnessing the transformation of a child into a confident, engaged, and motivated young person is a remarkable thing. Ushering them into adulthood, seeing them grow into a successful, responsible member of their community and society at large is equally as satisfying. Proudly, it's something our staff, volunteers, and donors help nurture every day. We are very grateful for their generosity and support.

Whether it's in the form of time or money, there is no more important investment an individual can make than in helping the children in our community realize – and share – their full potential.

We're Big Brothers Big Sisters, and we believe in the value and values of mentoring.



OUR STRATEGIC PLANNING PROCESS

OUR STRATEGIC PLANNING PROCESS



GATHERING INSIGHTS

In the summer of 2015, we proactively listened to the ideas, thoughts, and insights of our stakeholders. We gathered insights from our community through focus groups, interviews and surveys. In total, 150 community members, partners, funders, families, volunteers, staff, and young people engaged with us. The goals were to better understand:

- What we do well and what we can improve;
- What we can do to further our impact in the community;
- What trends might influence or impact the future of our work;
- What big, bold, audacious goals our stakeholders have for the organization;
- Why stakeholders have, or have not, accessed our services;
- What we can do to reach and engage diverse communities;
- What we can do to be a more valuable community partner; and
- What new partnership opportunities might be explored in the future.

We were inspired and humbled by the feedback from our community. The responses were analyzed and organized into themes. These themes served as foundational evidence to support the Board of Directors and management team in making informed decisions about the strategic direction of the organization over the next five years.

Please see Appendix A: Insights for Change Report Summary for more information.



MAPPING OUR DIRECTION

Our Board of Directors and management team engaged in four intensive and focused strategy sessions that generated robust dialogue. Our discussions considered the needs of the community, our most critical organizational priorities, and the broader system in which we operate, specifically being part of Big Brothers Big Sisters of Canada and the Child and Youth Network.

Together we identified strategic directions, set goals, and designed our strategies for the next five years.

PHASE

3

DEVELOPING THE STRATEGIC PLAN

We used the results from the strategy sessions to develop our strategic plan. With leadership from the Strategic Planning Committee, we reviewed and revised the strategic directions, goal statements, and strategies. The Board of Directors and management team approved the strategic plan on November 24th, 2015.

PHASE

4

MOVING FROM STRATEGY TO ACTION

With our strategies clearly defined, the management team worked together to create an operational management plan that will be utilized to implement the strategic plan and move it from theory to tangible reality. The operational management plan will help to ensure that there is accountability for the various parts of the strategic plan and will assign specific responsibility for the decisions and tasks that will need to be accomplished over the course of the next five years.

“BBBSOLA provides excellent service in the community. They are a best-in-class example of the various community chapters of BBBS.”

Partner



OUR STRATEGY FOR 2016 – 2021

OUR STRATEGY FOR 2016 – 2021

Our Strategic Plan: 2016 – 2021 focuses our work, our resources, and our investments on helping young people reach their potential through quality mentoring. Five priorities will guide our efforts for the next five years:

- **People** - Develop an inclusive environment that promotes the development of relationships in order to create agency advocates.
- **Funding** - Ensure long-term sustainability through diversification and growth of funding sources.
- **Impact** - Maximize our impact in both quantity and quality of service.
- **Collaboration** - Expand our collaborative outreach to continually improve our community impact.
- **Voice** - The community knows who we are and supports what we do.

QUALITY MENTORING.
MAXIMIZE POTENTIAL.



PEOPLE



FUNDING



IMPACT



COLLABORATION



VOICE

STRATEGIC DIRECTION



Goal Statement

Develop an inclusive environment that promotes the development of relationships in order to create agency advocates.

Strategies

1. We will develop strong community partnerships to increase our capacity to serve.
2. We will provide on-going education to our staff and volunteers to ensure they are the best at what they have been called to do for our organization.
3. We will create a culture that develops leadership values and qualities in all our people.
4. We will attract exceptional volunteers and provide ongoing support for each one to ensure they feel valued and have been engaged in a meaningful way.

Why People Matter

Our emphasis on people includes a specific focus on the professional and personal development of our staff and volunteers in order to nurture strong leaders and skilled mentors who can serve our community's young people. We also recognize and understand the importance of attracting and retaining quality personnel that will support our services, programs, and mission for years to come.

The volunteer mentors hold the Big Brother Big Sisters model together. We need dedicated members of our community to give their time, energy, and experience to the children and young people that come to our organization for support. Creating a culture that models leadership values and provides continued training and support is vital to long-term success. BBBSOLA will provide staff and volunteers with opportunities that challenge them, encourage growth, promote excellence, and increase capacity.

We want to create a community of people who are naturally connected to the mission and vision of our organization. More than the connection, our people are excited and engaged in the work we do and bring their talents and skills to their work. Our organization promotes a culture where our staff and volunteers feel supported, confident, and competent in the work that they do to change the lives of children and youth in our community.

STRATEGIC DIRECTION



Goal Statement

Ensure long-term sustainability through diversification and growth of funding sources.

Strategies

1. We will be intentional and creative in raising the level of our fundraising effectiveness.
2. We will build life-long relationships with our donors, creating a passionate connection to our work.
3. We will explore and implement new ways to diversify our funding sources.

Why Funding Matters

Accessing various funding streams and opportunities is necessary to continue to provide our services and programs. Our strategic direction for funding emphasizes the development of intentional funding strategies that will require building relationships throughout our community with the ultimate goal of organizational sustainability.

We want to attract funders who know about our work, understand our mission, and are proud to invest in our efforts. We will build authentic relationships with funders and donors so that they can remain invested, involved, and truly see how they are making a difference in our community.

We will evaluate our current donor and funding base to build a detailed strategy to increase the overall resources coming into the agency. This new strategy will also explore new avenues to strengthen our return on investment by sharing resources with other community groups. Effective stewardship of all financial resources and an enhanced plan to diversify funding will ensure sustainability for the organization in both the short and long term.

“My daughter loves her Big Sister. She looks forward to spending time with her. She feels supported and enjoys having someone who makes her feel special.”

Parent

STRATEGIC DIRECTION



Goal Statement

Maximize our impact in both quantity and quality of service.

Strategies

1. We will identify and evaluate new opportunities to further the impact and support we can offer our community.
2. We will conduct regular reviews of programming, ensure reporting accountability is in place, and implement changes when needed.
3. We will share space, people, and costs to actualize better services, financial sustainability, and positive changes in the community.

Why Impact Matters

The intent of focusing on our organization's impact is to be proactive rather than reactive when serving the community and delivering exceptional programming. Examining our impact requires a process and culture of evaluation that informs decisions in both the present and the future.

We will have a mechanism integrated into all components of our work to promote and measure the impact we have on the community. Evaluation will be embedded into various aspects of our work. This measurement and evaluation will allow us to reflect and make informed decisions that will lead to the creation of an evidence-based culture.

The ultimate outcome of evaluation will be programming, services, partnerships, and opportunities within the community that can expand our reach, deepen our impact, and ensure that each child's life is enriched to the greatest degree possible. It is about capacity throughout the organization in order to multiply the potential and power of everything that we do.

STRATEGIC DIRECTION



Goal Statement

Expand our collaborative outreach to continually improve our community impact.

Strategies

1. We will engage with youth, parents, schools, and donors to develop new ways to accomplish our mission.
2. We will build strategic partnerships with community agencies in order to seek collaborative opportunities that will make our organization better.
3. We will develop and enhance relationships at the national, regional, and local levels.

Why Collaboration Matters

We believe in true and authentic collaboration. Our strategy to focus on collaboration will involve direct and clear communication with partners to reflect, refine, and develop intentional and professional relationships for the purpose of leveraging the skills, strengths, knowledge, and experience of others.

Successful collaborations happen when something positive is achieved together that otherwise would not have been possible individually. We will deliver on our commitments to partners and build strength in the child and youth sector in our community. The collaboration that we create will be purposeful and authentic. We will be clear with all partners to ensure each party is working towards a common and agreed upon goal.

Collaboration with like-minded organizations can increase the efficiency, effectiveness, knowledge, and capacity of BBBSOLA that will then allow us to deliver better programs and services to benefit young people through shared resources.

“I think that BBBSOLA is an excellent provider of mentoring services to children and youth in the London area. I think that’s their prime role and prime purpose.”

Community Member

STRATEGIC DIRECTION



Goal Statement

The community knows who we are and supports what we do.

Strategies

1. We will promote the life-changing impact of BBBSOLA through various channels to reinforce our brand image.
2. We will connect with our community by telling stories of children and youth who have had their lives changed through the work of our mentors.
3. We will become recognized in the community as leaders and for being the very best at providing mentoring programs for children and youth.
4. We will encourage open and active two-way communication with the community.

Why Voice Matters

Developing our voice means identifying the experience of our stakeholders and promoting it to our community. We want the community to understand our mission and impact of our work through strong and cohesive messaging. We will strategically and creatively tell our story, the story of individual lives that have been impacted, so that others will want to move from awareness to advocacy and join the effort in mentoring young people in need, helping them reach their potential.

We will strive for excellence and our community will recognize our organization as leaders in mentorship. We will promote our brand image and the results of our work so that our stakeholders and our community are aware of what we do and how they can be involved. We want people to see themselves in our organization from the messaging of the Big Brothers Big Sisters experience. Success in this area will drive success in service delivery, funding, and collaboration.

There will be times when our voice becomes quiet so that we can carefully and actively listen to the community and hear their thoughts, their ideas, their stories, and learn from them how we might best provide quality mentoring programs to every young person in need.



STRATEGY IMPLEMENTATION

STRATEGY IMPLEMENTATION

The strategic planning process has created significant excitement and momentum for BBBSOLA and we are proud to present this plan, yet it is only that – a plan. The challenge, as we move forward, will be to harness this motivation and use the strategic plan as a concrete tool to continually grow and improve as an organization. The plan will not achieve success unless we widely communicate our strategic goals and incorporate them into the day-to-day business activities of the organization.

The Board of Directors, management team, and staff are committed to this plan and committed to action. We will review the strategic plan on a quarterly basis to measure our success, make decisions that align with our strategic directions, and ensure the organization is moving toward our intended outcomes. Regular reporting to stakeholders and annual reviews with the staff and Board of Directors will continue to keep us focused and will inform us about what is working, what needs to change, and provide opportunities for ongoing evaluation.

The operational management plan will serve as our road map for the next five years. The plan articulates the tactics, responsibilities, and timelines that will guide us toward the achievement of our strategic directions. Ultimately, the operational plan moves us from strategy to action.

Together, we will achieve and celebrate our successes. We are confident that our strategic plan will move us toward our vision ***to provide quality mentoring programming to every young person in need.***

BBBSOLA would not be able to make a difference in the lives of children and youth in our community without the ongoing support of so many gracious and generous individuals. We want to encourage every community member to join us in bringing life to this strategic plan. If you would like more information, or want to get involved in supporting our strategic plan, we encourage you to reach out, as we would be excited to share this process with you and find ways for you to assist us as we move into this exciting stage in our development and growth as an organization.

To get involved as we begin to implement our strategic plan, please contact:

W. Matthew Chater, CEO

Email: matthew.chater@bigbrothersbigsisters.ca

Phone: 519 438 7065 ext. 6210

“They really understand my child’s needs and respect our family. They couldn’t have come to meet our need at any better time.”

Parent



APPENDIX A - INSIGHTS FOR CHANGE

In the summer of 2015, 150 stakeholders from our community provided their insights and recommendations for our consideration, as we planned for the future. These thoughts and opinions were gathered through interviews, surveys, and focus groups. The results from this process were collated, themed, and compiled into an *Insights for Change* report. The Board of Directors and management team used this report to make evidence-informed decisions. The summary themes from the report are included below:

PROGRAMMING AND SERVICES

A consistent theme brought forward by many stakeholders revolved around the programming and services that Big Brothers Big Sisters of London and Area (BBBSOLA) provides to the community. The overall theme of programming and services could be divided into five sub-sections: commitment to excellence, keeping up with trends, opportunities for growth and expansion, matching process, and waitlist management.

Commitment to Excellence

BBBSOLA programs and services positively impact clients and the community. Many respondents specifically commented on the quality and value of the programs, events, and services that the organization provides. A wide range of stakeholders commented that the organization is committed to providing a spectrum of services that meet the needs of children, youth, mentors, and volunteers. Respondents noted that it is important for BBBSOLA to continue to focus on the improvement and evolution of programming each year to ensure its effectiveness and relevance.

Keeping up with Trends

Stakeholders commented on the importance of staying up to date with current trends and research regarding mentorship and child and youth development. For example, one respondent described the importance and value of having programs that are supported by research studies. Stakeholders also highlighted their belief that BBBSOLA be aware of present and future trends in the community so that programming and services can be directed in an appropriate manner. For example, respondents noted trends in technology, Internet, and cyber bullying as topics that may be worth exploring within programming.

Opportunities for Growth and Expansion

It was noted in the stakeholder engagement process that BBBSOLA might want to explore opportunities for expanding the geographical service area for existing programs, as well as looking for opportunities to serve new populations within the existing geographic service area. Some respondents suggested that communities surrounding London such as Dorchester, Glencoe, Strathroy, and Thorndale might be areas that are missing access to child and youth mentorship programming.

In addition, respondents specifically highlighted the First Nations and LGBTQ populations as groups that might benefit from the programs offered by the organization. Developing relationships, resources, and strategies to engage with these communities would create the opportunity to foster reciprocal partnerships and impact.

Matching Process

The matching process at BBBSOLA involves a number of steps to facilitate a successful and appropriate match between a child and mentor. Many respondents spoke highly of the intake or screening process for volunteers or mentors. The process can be lengthy, but many respondents described it as thorough and understood the priority of ensuring children's safety. Others commented on the intentionality of the matching process of children and mentors. A number of respondents commented on the thorough communication between volunteers, clients, and families throughout the entire matching process to ensure all parties feel included and informed. BBBSOLA should continue to focus on creating appropriate matches to foster successful relationships between volunteers and clients.

Waitlist Management

A recurring theme was the length of the waitlist for children or youth to be matched with a mentor. Some respondents shared their perception that there might be individuals who have waited for a match for a lengthy period. BBBSOLA understands the importance of making the right match and will want to seek opportunities within the strategic plan to address these concerns. Some suggestions provided by stakeholders to manage the waitlist include recruiting more volunteers, creating more mixed-gender matches, planning more group activities for unmatched children to attend, and providing regular communication with clients and families on the waitlist throughout the year.

COMMUNICATION AND OUTREACH

Many stakeholders commented on the importance of strong communication and outreach into the greater community. Participants described the reputation of the organization within the community and provided recommendations for increasing the reach and marketing of the organization. Communication also became an important theme in regards to how the agency works internally to ensure staff, volunteers, and participants remain in touch with the latest information. The theme of communication and outreach was divided into three more specific areas: community reputation, marketing and branding, and internal/external communication.

Community Reputation

A number of stakeholder responses focused on the reputation of BBBSOLA in the community. Respondents specifically noted the community reputation of the organization was extremely positive. BBBSOLA has clearly made a positive impact by utilizing valuable marketing techniques, specific recruitment strategies, and quality programming. Some respondents shared their concern for the reputation of the organization and encouraged leadership to address potential negative perceptions related to waitlists. There was also interest in further bolstering the recruitment, retention, and development of board members, staff, and volunteers.

Marketing and Branding

Many stakeholders described the importance of marketing and consistent branding. Respondents specifically mentioned that previous marketing strategies, relating to the recruitment of volunteers, worked exceptionally well and raised the organization's profile throughout the community. It was noted that an increase in the marketing budget might help raise awareness, increase attendance at events and improve overall community outreach.

With the execution of a well-defined marketing and outreach strategy the value to the community will become clearer, community engagement and support will increase, leading to a potential increase in volunteer recruitment and fundraising results.

Internal and External Communication

Stakeholders described both internal and external communication as an important success factor in the work of BBBSOLA. Many respondents, including volunteers and family members of participants, reported feeling supported with consistent and thorough updates from staff at the organization. They reported feeling prepared and updated regarding new programs, events, and other relevant changes pertinent to their role with the organization.

Respondents mentioned in surveys, interviews, and focus groups the importance of communicating externally to stakeholder groups including clients, partners, and the community as a whole. There was a recommendation that BBBSOLA spend more time and resources communicating information about programs and initiatives to local partners who work with children, youth, and with the community at-large.

SUSTAINABILITY

A reoccurring theme was the desire of stakeholders to see BBBSOLA solidify its long-term organizational sustainability. The aspects of sustainability that stakeholders brought to the strategic planning conversation can be divided into three areas: funding and monetary support, partnerships, and space and resources.

Funding and Monetary Support

As with most non-profit organizations, gaining access to consistent and reliable funding streams can be a difficult task. Various stakeholder groups recognized the achievements of BBBSOLA for developing and hosting successful fundraising events and campaigns in the community.

Many stakeholders provided suggestions for enhancing funding and donor relations over the next five years. Specific recommendations included more engagement with the corporate sector, as funding from traditional sources is not guaranteed. It was also suggested that the organization provide more information about events and initiatives for donors so they feel more engaged and can see how their money is being put to work.

Partnerships

BBBSOLA has achieved success creating, utilizing, and nurturing partnerships with other agencies and organizations. Respondents commented that the organization does a great job engaging with their partners to recruit volunteers and provide programming and matches to children in need. It was suggested that BBBSOLA remain focused on strengthening their current partnerships before pursuing new opportunities. Some respondents suggested establishing more consistent and effective communication practices with partners to ensure they have accurate and current information, while also inviting partners to engage further through participation in events. Building relationships and/or partnerships with individual and corporate donors would also be beneficial. A number of respondents suggested partnering with businesses that share similar objectives for strengthening the community.

Space and Resources

Some stakeholders voiced the need for new or different space. Respondents commented that the current space used by BBBSOLA could use a more child and youth-friendly appearance with new paint, photos, or decorations to make it a more welcoming atmosphere. Others suggested there might be a need to explore a new space. A new location or facility could be a shared space with other child and youth serving organizations and include recreational spaces for activities and programming. Additionally, respondents noted that it might be advantageous to open additional spaces throughout the region to reach more individuals in need of support.

PEOPLE

One of the areas that stakeholders highlighted throughout the engagement process was in relation to people. This focus was on the children and youth served by the organization as well as the staff and volunteers who implement the programs.

Respondents brought forward the idea of expanding the scope of the programming in order to serve more people. From a human resources perspective, while some respondents described feeling supported, others explained that the organization should focus more on professional development for internal personnel. This theme was divided into three areas: recruitment and retention, personnel support, and organization focus and mission.

Recruitment and Retention

BBBSOLA has a large pool of dedicated volunteers to support program and service delivery. Many respondents commented on the organization's commitment to recruiting skilled volunteers from within the community, specifically mentioning Fanshawe College and Western University as groups that support volunteer recruitment. In order to maintain quality programming and matches for children in the community, BBBSOLA will need to take action to foster volunteer engagement and interest. Respondents reported that previous campaigns to recruit volunteers worked well, but have not seen this type of action recently.

BBBSOLA staff plays an integral role in all areas of the organization's operations. Similar to other non-profit organizations, there can be periods of high staff turnover due to a number of factors. The rate of turnover, if a proper succession/backfill plan is not in place, can affect the delivery of programs and potentially disrupt communication with organizational stakeholders. High turnover can also affect workplace culture. Many stakeholders agree that there needs to be an intentional and determined focus on the recruitment, development and retention of qualified staff to support the organization's goals. Some recommendations include providing higher wages or other forms of non-monetary compensation, such as a flexible work schedule, to attract highly qualified employees.

Personnel Support

A theme that appeared from multiple stakeholders was the desire to feel supported and valued as a member of the BBBSOLA organization. Some respondents reported not feeling supported by the organization and not having access to a formal channel to voice concerns, such as a human resources department. In addition, respondents expressed a desire for better resources and tools, such as updated computers and technology, to make working at BBBSOLA more efficient and productive.

Organization Focus and Mission

BBBSOLA excels at working towards a common purpose and mission. A number of respondents commented on the organization's commitment to meeting the needs of children and youth and providing exemplary mentorship opportunities. Some respondents also provided recommendations for future consideration. It was mentioned that a future goal of BBBSOLA might include providing services to all children, not just those who are specifically identified as needing a mentorship relationship, since the model, philosophy, and overall program can be beneficial for children from all demographics and socio-economic circumstances.



START SOMETHING

STRATEGIC PLAN: 2016–2021

Quality Mentoring. Maximize Potential.



Big Brothers Big Sisters
of London and Area

www.bbbsola.org