

BIG BROTHERS BIG SISTERS OF CANADA

STRATEGIC FRAMEWORK

2022 - 2024



#Biggertogether



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ABOUT BIG BROTHERS BIG SISTERS OF CANADA

Big Brothers Big Sisters of Canada enables life-changing mentorship relationships to ignite the power and potential of young people. Comprised of 95+ member agencies serving more than 1,100 communities across Canada, each year we help over 41,000 young people access the transformative benefits of mentoring relationships with caring, trained volunteers. Our national organization provides services and programs to our membership agencies to assist them in their work with parents, caregivers, school communities, mentees and volunteers. The National Office is a registered Canadian charity and is accredited through the Imagine Canada Strong Charities Standards Program.

#BIGGERTOGETHER - OUR 2022-24 VISION FOR BBBS IN CANADA

Through the collective voice of the Federation, we understand that key investments are needed in the areas of **Engagement, Innovation** and **Growth**, for BBBS to be future ready, so we can all continue to serve Canadian youth facing adversities.

The National Board of BBBS of Canada acknowledges that Diversity, Equity and Inclusion sits above and must be embedded into every aspect of the organization, including our strategic plan. We will undertake a collaborative process with the Federation to create a plan for infusing DEI into everything that we do.



THROUGH **ENGAGEMENT**, WE AIM TO:

Increase the understanding of BBBS Theory of Change within Canadian communities.

We will be intentional about working within the Federation to increase collaboration with community-focused organizations that align with our mission and vision. This will allow us to increase our community awareness and have a greater impact on our Mentees.

Increase BBBS brand relevancy & awareness

- We will develop an impact awareness campaign that inspires new mentors, donors and community partners to believe in BBBS's mission of mentoring and to drive them to action. We will also implement a government relations strategy that increases BBBS's impact awareness at all levels of government with the goal of securing grants and financial support.

Maximize fundraising effectiveness and success through collaboration across the network

- We will work with the Federation to create a plan to maximize and unite our fundraising effectiveness and speak with one voice.

Increase leadership capacity across the network

- We will create a BBBSC Leadership Institute which will be a program to build strong leaders across the network. Eds, Board Members and staff will have the opportunity to participate in comprehensive training on fund development, leadership, Board governance, programming, non-profit administration, BBBS core programming, DEI and values.

ENGAGE:

(verb)

to interest someone in something and keep them thinking about it.

THROUGH **INNOVATION**, WE AIM TO:

Continue our investment in strengthening and implementing our Theory of Change.

- We will continue to activate our Theory of Change across the Federation leading to innovation in our core programming. We will develop tools that reflect the latest in youth development research to assess the impact of our Theory of Change.

Invest significantly in technology so that our agencies can streamline and strengthen aspects of their operations.

- We will work with the Federation to identify the technological infrastructure that meets the operational needs of the Federation focused on service delivery, program, fund development. Central to this will be approaching this working using the lenses of security, sustainability and support.
- We will design tools and provide training to the Federation that support virtual methods of match connection to enable our Network to serve the changing needs of our Mentees & Mentors in the virtual landscape.

Invest in tools that reflect the latest youth development research.

- We will build on our learnings from the COVID-19 pandemic and continue to develop tools that support virtual methods of match connection to enable our Network to serve the changing needs of our Mentees and Mentors in the virtual environment.

Seek increased youth engagement in BBBSC's strategic plan.

INNOVATE:

(verb)

to introduce changes and new ideas

We will leverage the knowledge of the National Youth Mentoring Advisory Council (NYMAC) to ensure that youth voice is included in our new operating model and that there are opportunities for NYMAC to provide feedback on the rollout of our strategic plan.

THROUGH **GROWTH**, WE AIM TO:

Create an enhanced and effective Quality Assurance Program.

- We will work with the Federation to design a Quality Assurance Program that clearly measures KPIs including: service delivery, risk, finance and operational requirements. Central to this will be providing ongoing support to Agencies that will allow them to meet and exceed these requirements.

Engage Mentors throughout their BBBS journey as volunteers and alumni.

- We will establish a framework for creating a lifetime membership program capturing BBBS Big Three stakeholders.

Build agency capacity for leading conversations around BBBS operating model.

- We will implement a new operating model with concrete KPIs which will mobilize knowledge and engagement across the Federation. Central to this will be establishing a National Management Council, including roles & responsibilities and the process to select membership to advise the National President & CEO on Federation-related matters. We will continue to evolve the roles and responsibilities of the National Team, Agencies and National Board as needed through Network collaboration.

GROWTH:

(Noun)

Development from a lower or simpler to a higher or more complex form; evolution.

Create a sustainable organization that enables achievement of the strategic framework.

- We will assess our current funding model and create a plan for increased financial stability from the lens of fundraising, affiliate fees and other revenue generating initiatives.
- We will support the National Board with a refresh of by-laws and affiliation agreements.

