

BIG BROTHERS BIG SISTERS OF AJAX-PICKERING

STRATEGIC PLAN

(Spring 2013 - Spring 2016)

INTRODUCTION

This is the strategic plan for the Big Brothers Big Sisters of Ajax-Pickering (BBBSAP). It reaffirms the vision, mission statement, values and business objectives of the charity and provides a path over the next several years to help achieve that vision and the objectives.

Inherent in strategic plans is the recognition that refining the approaches to strategic issues and accomplishing major improvements and initiatives is rarely a one year exercise for organizations. The multi-year work takes planning and preparation, consultation with stakeholders and acquisition of sufficient funding and other resources in order to be able to move ahead in a sustainable manner without creating undue risk for the organization. Guided by the overarching BBBSAP values and mission, this strategic plan will, like its past plans, move the charity ever closer to its vision: ***Every Child in Ajax and Pickering who needs a mentor has access to a mentor.***

The Big Brothers Big Sisters of Ajax-Pickering has come through some challenging times since its last strategic plan in 2010 – a time in which the economy was battered, fundraising became far tougher, government financial problems led to decreased support for non-profit service deliverers and the Durham Region population continued to grow at a fast pace and with it the demand for youth mentoring services. Nevertheless in spite of all of that, BBBSAP continued to expand its programs and the number of clients served.

With a highly professional and very effective staff and leadership and a substantial number of dedicated skilled volunteers, the organization is looking forward to further enhancing and expanding its programs in both size and type in order to better serve the youth mentoring needs of the Ajax-Pickering community. There remain many children in Ajax and Pickering who still need a mentor, and that number grows daily. The significant benefits of mentoring programs for children and the community have been proven time and again through research over decades and through the observations of community leaders, teachers, government officials, the parents of mentored children and most importantly by the children who received such mentoring services.

In the past BBBSAP has been able to rely on three primary funding buckets for its finances – grants, bingo and event income. But in the last few years each of those funding sources has seen rapidly growing competition for those funding pots that in themselves are generally not increasing

in size or are decreasing. So the challenge for BBBSAP if the organization is to continue to grow and serve the community is to diversify its fundraising and to better target it in a way that maximizes return for the resources required. That also entails improving how BBBSAP gets its message out to the community and potential donors regarding the many benefits of youth mentoring programs for the community and its children. And to do all of that will require more volunteers to assist with fundraising, events, marketing and as well the administration of our fundraising and volunteer programs. In addition BBBSAP will be seeking out partnerships in the community with organizations that provide or need youth mentoring programs.

Big Brothers Big Sisters Canada (BBBSC), the national organization for the Big Brother Big Sisters movement, has been in the process of developing its own strategic planning framework that it has recently submitted to its agencies for approval. It sees the current time as a watershed moment for Big Brothers Big Sisters, and while their plan articulates challenges on a national scale, most of those challenges are the same ones being faced by individual Big Brothers Big Sisters agencies like BBBSAP. As the Framework notes, the solutions will come from innovations and rededicated efforts of local BBBS agencies, from enhanced and new support programs being developed by the national organization in collaboration with local agencies and by a much more intense approach to partnership development. Although the BBBSC Framework has not yet been approved, the Strategic Plan developed by the BBBSAP Board and staff does align well with that document.

In accordance with its 2013-2016 Strategic Plan, BBBSAP will continue the process of developing a firm long term sustainable footing. And as it seeks out synergies with partners in the community and as it creates lasting relationships with its donors, funders and volunteers, it will be able to provide even better service to its clients and to the community. And most importantly BBBSAP will continue to serve as a strong visible advocate for the benefits of community-based youth mentoring programs.

VISION

Every Child in Ajax and Pickering who needs a mentor has access to a mentor

MISSION STATEMENT

The central purpose and role of Big Brothers Big Sisters of Ajax-Pickering is defined as:

Working with the community to give children a better opportunity to become healthy and confident contributing members of society through mentorship

VALUES

We are:

- Committed – passionate, dedicated, we go above and beyond...we have fun
- Collaborative – we have great relationships with our local police, schools, and organizations within our community – team work is of the utmost importance
- Approachable – inclusive, we embrace diversity, our environment is open, comfortable
- Integrity – we trust each other, we are trusted by others
- Reliable – we are respected, valued and needed within our community – we strive for excellence

STRATEGIC PLAN BUSINESS OBJECTIVES, GOALS, STRATEGIES AND TACTICS

PRIMARY DELIVERY
RESPONSIBILITY

OBJECTIVE: *Ensure sufficient resources (financial, volunteers, donors, partners) to support on-going*

sustainable BBBSAP programs which serve the related youth mentoring needs in the Ajax-Pickering community in an environment of growth and diversity of that community.

1.) GOAL: To financially stabilize the organization and keep it on a course of financial sustainability.

A.) STRATEGY: Improve financial forecasting and reporting to enable more timely advanced notice of emerging financial challenges and opportunities.

TACTICS:

- Establish a more comprehensive monthly financial reporting system to enable timely consideration of near-term and emerging financial challenges and opportunities by using rolling forecasts and exception reporting. These reports will be in addition to the monthly income statement and balance sheet financial reports currently provided to the Board.

Executive Director

B.) STRATEGY: Build up a cash reserve equivalent to three (3) months operating expenses (\$84,000) plus approximately \$60,000 in additional annual operating funds for new and expanded programs.

TACTICS:

- Analyze options for additional non-Board fund raising support (e.g. full or part time fundraising staff, fundraising consultants/contractors and/or volunteers) and analyze costs and benefits of the current fundraising mechanisms. including costs against income earned and the skills and time expense required by staff, consultants and Board/other volunteers.
- From the analysis of fundraising options develop a balanced, efficient and effective fundraising program with appropriate measurable targets, risk identification (e.g. risks to reaching and sustaining targeted funding levels) and implementation plan over time that will meet the BBBSAP fundraising targets.

Executive Director &
Board

Board

- Implement a donor relations management program (software, donor registry, donor recognition program, etc.) to better manage fundraising.

Executive Director

C.) STRATEGY: Obtain value-in-kind (VIK) donations for direct program use.

TACTICS

- Develop and implement a VIK program to solicit tickets and discounts (e.g. for movies, auto shows, sports trade shows, paint-ball, laser tag, bowling, Science Centre, CN Tower, food discounts at restaurants/fast food places, etc.) that can be used by program participants (both group programs and individual mentor programs).

Board

2.) GOAL: To find and retain more volunteers and key donors.

D.) STRATEGY: Ensure a sufficient number of volunteers are available to assist with programs, fundraising and administration.

TACTICS:

- Identify and quantify the on-going need for volunteers (by event/activity, skill and time/schedule commitment).
- Establish a Volunteer Committee of the Board (including staff on the Committee) to handle recruitment and retention of volunteers.
- Develop and implement an on-going volunteer recruitment program including measurable targets and regular reporting to the Board.
- Regularly utilize existing local web-based and community-based notice boards to help solicit volunteers.
- Recruit a volunteer for the position of "Volunteer Coordinator" to help manage

Executive Director

Board

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Board

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the volunteer program.

Board

E.) STRATEGY: Maintain the Board of Directors at approximately 10 Board members.

TACTICS:

- Identify the specific on-going skill mix the Board seeks for the Board (e.g. accounting, finance, fund raising, administration, operations, marketing, etc.).
- Utilize available access mechanisms to locate Board member candidates (e.g. Charity Village, staff and Board network, advertising, Bigs, In-School Mentors, schools, key donors, business supporters, etc.).

Board

Board

F.) STRATEGY: Improve recognition of volunteers and key donors to better show an appreciation of their support and to increase retention potential.

TACTICS:

- Develop and implement a comprehensive recognition program for volunteers and key donors and identify costs, other resource requirements and timetable for implementation.

Executive Director &
Board

3.) GOAL: To help improve youth mentoring opportunities and service levels in the Ajax-Pickering community through partnerships with other community organizations.

G.) STRATEGY: Explore the development of possible partnerships with other youth mentoring service providers and with other community organizations that may have a need for such services.

TACTICS:

- Enter into discussions with the three other BBBS organizations in Durham

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Region as relates to possible opportunities for sharing services, administration, fundraising, etc. to gain economies of scale, to potentially become more attractive to funders and/or to raise the profile of BBBS in the community for all the partners to such arrangements.

Board

- Enter into discussions with other non-BBBS organizations in (or servicing) Ajax-Pickering that deal in youth mentoring services to explore opportunities for collaboration.

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Board

- When financially feasible, identify and approach organizations in (or servicing) Ajax-Pickering that currently have, or may have in the near future, a need for youth mentoring services (e.g. unemployed youth, high school dropouts, Aboriginal youth, newcomer youth, etc.) and who may be interested in the possibility of forming some type of partnership beneficial to both parties and their clients.

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OBJECTIVE: *Proactively develop quality mentorship programs that positively impact children in the community.*

4.) GOAL: To strengthen the BBBSAP programs to establish a well-rounded and sustainable program base.

H.) STRATEGY: Determine what the preferred level of sustainable existing programs should be.

TACTICS:

- Provide an annual report to the Board on:
 - The direct and indirect costs of each current program and any dedicated revenue (e.g. targeted grants) for specific programs;
 - The cost effectiveness of each program (including staffing, volunteers, resource requirements, dedicated income, etc.) as relates to the number of clients served and benefits derived;
 - The identified unmet demand and projected growth of the demand for each

Executive Director

program;

- The need to expand/enhance any program due to grant issuer preferences or requirements;
- The recommended best balance of program size against probable future funding availability (over the coming 6 months to a year), any proposed changes to the respective program sizes and resourcing, and the related program impacts of the recommended adjustments; and
- Options for efficiencies in program and key non-program activities (e.g. use of volunteers, outsourcing, collaboration with other not-for-profits, etc.).

I.) STRATEGY: When financially feasible, add two new programs - the Summer Program and the Teen Mentorship Program.

TACTICS

- Confirm the cost (currently estimated at \$60,000) including other start-up and on-going resource requirements (funds, staff time, volunteer time/numbers, assets, etc.) for each of the two new programs, the target audience, the expected sizes of the programs by clients served and the anticipated benefits, and advise the Board.
- When adequate funding is available, develop an implementation plan for the Programs.

Executive Director

Executive Director

5.) GOAL: To enhance the community profile of BBBSAP in order to educate the community as to what BBBSAP does for the community, how that helps the youth served and why BBBSAP is deserving of donations, other support and volunteer time.

J.) STRATEGY: Improve the profile/image of BBBSAP in the community through stakeholder

relations and communications.

TACTICS

- Develop a program to enhance the community profile of BBBSAP including through appropriate marketing mechanisms, speaking engagements by BBBSAP Board members and visits/meetings with key stakeholders. Executive Director & Board
- Develop a program of improved usage of social media to attract funds and fundraising volunteers. Executive Director & Board
- Become more proactive within the community, with municipal and provincial government and with key grant organizations as relates to discussions and solutions around mentoring of youth. Executive Director & Board

6.) GOAL: To ensure that adequate mechanisms are in place to protect youth from any harm arising from participation in any BBBSAP programs.

K.) STRATEGY: Ensure that appropriate program risk assessment and risk mitigation is regularly reviewed by the Board and staff

TACTICS:

- On at least a semi-annual basis Board to formally review risk assessment (including staff time available for adequate program administration), and risk mitigation measures for the programs, with the Executive Director and staff. Executive Director & Board