

BOYS & GIRLS CLUB OF YORKTON
STRATEGIC PLAN 2019 – 2023
&
Action Plan
STRONGER TOGETHER

Approved: May 23, 2019

STRONG CLUBS

Our Clubs have the resources they need to work effectively. They deliver strong programs and are respected institutions in their communities. All Clubs meet our Operating Standards; many are at the excelling level.

STRONG VOICE

Our Clubs are respected voices for children and youth in the communities they serve. Boys and Girls Clubs are known for their great work and are sought-after experts on issues facing Canada's children and youth.

STRONG COMMUNITIES

Children and youth across the country – especially those who need us most – have access to Club services. Outcomes of Club programs and services demonstrate that our Clubs are vital to the communities they serve.

STRONG TOGETHER

Clubs work effectively as a federation, with a consistent application of common standards, and collaboration on national initiatives.

Vision

All children and youth discover and achieve their dreams and grow up to be healthy, successful and active participants in society.

Mission

To provide a safe, supportive place where children and youth can experience new opportunities, overcome barriers, build positive relationships, and develop confidence and skills for life

Going strong, we are guided by our core values.

- Belonging
- Respect
- Encouragement
- Working Together
- Speaking Out

Strategic Priority Area: STRONG CLUBS

Our Clubs have the resources they need to work effectively. They deliver strong programs and are respected institutions in their communities. All Clubs meet our Operating Standards; many are at the excelling level.

Objectives

- We will demonstrate exemplary leadership and governance
- We will meet or exceed the Operating Standards
- We will be supported through greater BGCC Member Services capacity in functional expertise, and in relation to size, location and type of Club

Club Strategies-We will	Implementation Activities	Lead/members	Time Frame	Progress Update
Have a fully developed succession plan in place.	Research what other similarly sized Clubs have in place for emerging leader programs. <i>Develop and implement a recruitment/leadership program with staff.</i> Develop a CEO/ED manual and training tools, and set dates for re-evaluating.	Lorraine/Erin Erin Lorraine/Board	By December 2019 <i>By September 2020</i> By April 2021	
Have increased our full time permanent staff by one position.	Define the needs of the role for this position. <i>Seek funding to support an additional staff person.</i> Recruit and hire.	Lorraine Lorraine/Erin Lorraine/Erin	By December 2021 <i>By June 2022</i> By September 2022	
Have a recognition strategy developed and implemented.	Develop a database to track individual volunteer hours. <i>Annual volunteer celebration developed and implemented.</i> Policies developed and approved for implementing a consistent system of recognition for all levels of staff. <i>Ensure annual budget reflects recognition programs.</i>	Amanda Amanda Board/Lorraine/Erin Lorraine	By March 2019 <i>By December 2019</i> By April 2019 <i>2019-2020 budget</i>	

Club Strategies-We will	Implementation Activities	Lead/members	Time Frame	Progress Update
Have a strengthened front line staff training process.	<p>Within 30 days of hire, 100% of our front line staff will have completed BGCC online training.</p> <p>Combine Club specific training with Nationally developed training.</p> <p>Implement improved training process with all front line staff.</p> <p>Develop a training manual for all on site training.</p>	<p>Amanda</p> <p>Erin</p> <p>Erin/Amanda</p> <p>Amanda</p>	<p>By April 2019</p> <p>By June 2019</p> <p>By June 2019</p> <p>By December 2019</p>	
Have a well rounded, diverse board of directors that is representative of our community.	<p>Develop and implement a board recruitment policy.</p> <p>Utilize our skills matrix to assess the board mix on an annual basis.</p> <p>Develop a list of potential recruits to be proactive in our approach to board succession planning.</p> <p>Develop Board Member testimonials to be used as a part of our recruitment strategy.</p>	<p>Board/Lorraine</p> <p>Board</p> <p>Board/Lorraine</p> <p>Board</p>	<p>June 2019</p> <p>April 2019 & ongoing annually</p> <p>April 2020 & ongoing</p> <p>June 2019 & ongoing annually</p>	
Have a clearly defined board member mentorship program.	<p>Develop and implement a system where new board members are matched with and shadow experienced board members.</p>	<p>Board</p>	<p>September 2020</p>	
Have a defined schedule of board training opportunities.	<p>Source 2-4 opportunities per year which provide training to individual board members or the group, including opportunities for enhancing program awareness.</p>	<p>Board/Lorraine</p>	<p>December 2019 & ongoing</p>	

Strategic Priority Area: STRONG VOICE

Our Clubs are respected voices for children and youth in the communities they serve. Boys and Girls Clubs are known for their great work and are sought-after experts on issues facing Canada`s children and youth.

Objectives:

- We will advocate for regulatory and legislative environments that facilitate strong Clubs
- We will continue to be leaders in advocating to government on behalf of children and youth
- We will be recognized as Canada`s leading service organization for children and youth

Club Strategies-We will	Implementation Activities	Lead/members	Time Frame	Progress Update
Have met with 2-3 levels of government.	Reach out to municipal, provincial and federal representatives to set meetings. <i>Invite municipal, provincial and federal representatives into our Club.</i>	Senior Staff/Board <i>Senior Staff/Board</i>	Once annually through 2023 <i>Once annually through 2023</i>	
Have gathered 2-4 quality, usable testimonials.	Develop a plan for how they will be gathered, who they will be gather from and how they will be used. <i>Implement the plan.</i>	Erin <i>Amanda</i>	September 2019 & ongoing annually <i>September 2019 & ongoing annually</i>	
Have strengthened our brand, both in terms of our logo and in terms of our organizational culture.	Research the best marketing and promotional avenues for extending our reach and connecting with our target audience. <i>From the research results, develop a marketing and promotional plan for utilizing the best avenues.</i> Implement the plan.	Board <i>Board/Senior Staff</i> Erin/Amanda/Lorraine	September 2019 <i>December 2019</i> June 2020	

Strategic Priority Area: STRONG COMMUNITIES

Children and youth across the country – especially those who need us most – have access to Club services. Outcomes of Club programs and services demonstrate that our Clubs are vital to the communities they serve

Objectives:

- We will measure and demonstrate the impact of our programs and services
- We will have greater engagement with Indigenous and marginalized youth. We will ensure more youth are staying in our Clubs, especially focusing on critical early and middle teen years (ages 10 to 14).

Club Strategies- We will	Implementation Activities	Lead/members	Time Frame	Progress Update
Have increase our membership while continuing to engage and retain current members.	Respond to the expressed needs of our membership and our community, making program enhancements within our capacity.	Lorraine/Erin/Amanda	September 2019/ June 2020 & ongoing biannually	
Have increased our focus on developing capacity to engage more youth, focusing especially on retention of members ages 10-14.	Ensure that the programming we currently offer is relevant, age appropriate and meets the needs of this target age group. <i>Develop new programming opportunities to further engage and reach this target age group.</i>	Erin/Amanda <i>Erin/Lorraine</i>	June 2019/ September 2019 & ongoing biannually <i>June 2019/ September 2019 & ongoing biannually</i>	
Have increased our focus on reaching the Achieving level of all Operating Standards for Programming.	Complete the actions outlined in our QIP for Programming. <i>Complete the actions required to prepare for our next Peer Review.</i>	Amanda/Erin/Lorraine <i>Lorraine/Erin/Amanda</i>	September 2019 <i>March 2023</i>	
Have explored opportunities and needs for Club expansion.	Actively consider how to better serve the needs of our community through expansions to new service locations.	Lorraine/Erin	March 2023	

Strategic Priority Area: STRONG TOGETHER

Clubs work effectively as a federation, with a consistent application of common standards, and collaboration on national initiatives

Objectives:

- We will seize opportunities to provide better and relevant services nationally and locally, through consolidations, shared services, increasing our service locations, and actively engaging with other child and youth serving agencies to provide a coordinated approach to meet the needs of all children and youth.
- We will diversify and increase revenues.

Club Strategies- We will	Implementation Activities	Lead/members	Time Frame	Progress Update
Have completed an analysis of our existing revenue mix and have a clear understanding of a healthy mix of revenue resources.	Analyze three previous years of budgeted revenues vs actual revenues. <i>Board actively participates in budget development based on findings of the analysis.</i>	Board/Lorraine <i>Board</i>	October 2019 <i>January 2020</i>	
Have developed a clear case for support that includes key notes that all board key staff can articulate.	Clarify our strengths as an organization which differentiate us from other organizations. <i>Develop key facts and points of interest about our organization.</i> Develop a snapshot document to use as a tool that advocates and board members can refer back to. <i>Develop a list of organizations that we will research by using the CRA website and by requesting their annual reports.</i>	Lorraine/Erin <i>Lorraine/Erin</i> Board/Lorraine/Erin <i>Board/Lorraine/Erin</i>	September 2019 <i>September 2019</i> November 2019 & annually <i>June 2019</i>	
Have developed a plan for how we will begin to build a reserve fund.	Use the three-year analysis to highlight areas of potential contributions to the reserve fund. <i>Develop a policy which supports the movement of funds into a potential reserve fund.</i>	Board/Lorraine <i>Board/Lorraine</i>	February 2020 <i>February 2020</i>	