



**Big Brothers
Big Sisters**
OF LANARK COUNTY

**Strategic Plan
2021 - 2024**

Table of Contents

Vision, Mission, Values and Beliefs	3
SWOT: Strengths, Weaknesses, Threats and Opportunities	4-5
Risks and Dependencies	6
Current State vs. Future State	6
Strategic Directions	7

Vision, Mission, Values

Our Vision:	All young people in Lanark County realize their full potential
Our Mission:	To enable life-changing mentoring relationships to ignite the power and potential of young people in Lanark County
Our Values:	Safety, Quality, Respect

Beliefs

That all children should be given the opportunity to reach their full potential. In providing these opportunities, the children will enhance their personal development as well as become engaged citizens in their community.

That by changing the course of young lives, we can in turn be changing the course of our community's future - that it could lead to a reduction in poverty and unemployment; to safer schools and neighborhoods; to a renewed optimism for growth. We believe that it has the potential to lead to change on a broader, more far-reaching scale.

That opening a child's eyes to "what is" opens their mind to "what could be."

We are



and we believe in the value of mentoring

SWOT: Strengths, Weaknesses, Opportunities, Threats

Strengths

1. Our committed volunteers
2. Our committed and skilled staff
3. Our experienced and knowledgeable Board
4. Our established Social Enterprises: The Jewel's Stores
5. Owning our office building
6. Our established name as a federated agency
7. A community that is committed to making our fundraisers a success
8. Strong community partnerships
9. Our resiliency and adaptability to circumstances and child needs
10. Our openness and transparency

Weaknesses

1. Financial sustainability; the on-going need for new sources of funding because of a lack of sustained funding
2. On-going need for recruiting volunteers because there is greater need than supply
3. Diversity of programming and a sense of being "spread thin"
4. Lack of a strong community presence outside of Smiths Falls
5. Lack of volunteer base to meet a variety of Agency needs not related to program delivery
6. Lack of diversity on our Board
7. Historical focus on numbers rather than impact, that has influenced public perception of value based on numbers of programs delivered and kids served, rather than value based on what impact the programs had on kids
8. Turnover in front-line, part-time positions because these are not permanent positions.


Opportunities

- 1. With the senior population in Lanark County growing and the increase in students engaged in distance learning who are thus remaining local, there are new opportunities to bridge generational gaps**
- 2. Diversity of programming can provide work experience and student placements in a variety of capacities, serving the community in more ways**
- 3. Increased tolerance of on-line services presents opportunities to serve kids with less cost**
- 4. With increasing opportunities and resources for working from home, we can enlist volunteers in many capacities not possible in the past**
- 5. The end of a funding cycle for our WAK youth Centre Program at the end of 2021; an opportunity to re-strategize programming may exist**

Threats

- 1. Sustainable funding in the aftermath of the COVID-19 pandemic**
- 2. The majority of our Jewel's volunteers are of a vulnerable age in the face of a pandemic**
- 3. Our social enterprises require physical contact and sell gently-used goods, posing a threat to sales amid an on-going pandemic and increasingly germ-phobic culture**
- 4. Lack of public understanding around the need for volunteers, about our economic status, and about our role in the community**
- 5. The number of children and youth is growing as is the complexity of their needs**
- 6. Competition for volunteers in Lanark County is notable**

Current State vs. Future State

Current State		Future State
Beneficial		Impactful
Presence		Amplified voice
Operational management		Pro-active, forward-looking management
Making it work		Sustainable

Risks & Dependencies

Jewel's Stores

- Diversity in age groups of volunteers
- Understanding the competition and the market to better inform strategy
- Exploring options for delivery of goods
- A campaign to support local

Staff Retention

- Make more positions full-time by blending formerly part-time jobs
- Provide more skill growth and potential for leadership opportunities
- Challenge staff to exceed prior professional successes
- Balance programming with staff needs – quality over quantity, sustainability over turnover
- Provide fulfilling, purposeful objectives
- Develop a sustainable programming policy to reduce the travel cost for staff going to multiple schools every week

Our Building

- Explore programs that support building projects
- Develop partnerships and a volunteer base for in-kind building and maintenance services
- Consider creating a separate building fund
- Engage an inspector to give us a timeline of required work to allow for budgeting
- Generate an asset management plan for the Agency's infrastructure and other physical assets so that the Agency's assets are safe, secure and well maintained

Strategic Directions

<p style="text-align: center;">Increase our Impact</p> <ol style="list-style-type: none"> 1. Strengthened mechanisms to hear and respond to the voice of children and youth 2. Key partnerships to broaden our reach 3. Diversity in programming to encompass youth 4. Evaluation of our impact 5. Focus on building one-to-one traditional relationships where the impact is measurable in a return to society of \$23 for every dollar spent. 6. Provide structure to Big-Little match meetings and develop a strategy to directly target waitlisted kids and their needs. 	<p style="text-align: center;">Strengthen our Leadership</p> <ol style="list-style-type: none"> 1. Enhanced board recruitment, engagement and diversity 2. Executive Director succession planning and documentation of operational procedures 3. Attracting top talent and developing staff retention strategies 4. Organizational structures and systems that support increased impact and increased operational efficiency; updated policy manuals, develop a hard and soft copy document management system 5. Encourage leadership development and growth 6. Implement regular staff training to increase understanding of local, provincial and national initiatives
<p style="text-align: center;">Amplify our Voice</p> <ol style="list-style-type: none"> 1. Clearer messaging of who we are and what we do 2. Strong social media strategy 3. Better community engagement: innovation in media and direct communication 4. Concerted effort and a strategic plan for rolling out our new brand 5. A designated employee delegated to our agency advocacy and voice 6. More engagement with municipal and provincial leaders, especially in Perth, Almonte and Carleton Place 	<p style="text-align: center;">Enhance our Sustainability</p> <ol style="list-style-type: none"> 1. Increased volunteer recruitment and retention with an expanded roster of operational volunteer roles; drivers, event staff, agency promoters etc. 2. Increased revenue from Jewel's stores 3. Development of new donors, particularly monthly pre-authorized donors, legacy giving 4. Development of new major funders 5. Develop sustainable funding sources 6. Develop creative new streams of revenue