

BOYS & GIRLS CLUBS BIG BROTHERS BIG SISTERS: STRATEGIC DIRECTIONS 2019-2021

INTRODUCTION: BGCBIGS 2018 STRATEGIC DIRECTIONS REVIEW

Given a dynamic external context, Boys & Girls Clubs Big Brothers Big Sisters of Edmonton and Area (BGCBig) continues to work proactively and collaboratively with its Board, staff, families, volunteers, partners, and local stakeholders in strategic direction setting. It engages in ongoing dialogue with public, private, and nonprofit funders and stakeholders (across all the different levels of its networks) to ensure that its strategies remain responsive, sustainable, and effective for the complete range of children, youth and families served.

To date, BGCBig's management strategies, as well as support from the community, have allowed it to navigate uncertainty in its fiscal environment without adverse impacts on program quality, innovation and responsiveness. However, BGCBig has learned from experience that such a context requires a willingness to embrace change – to redefine, not just refine service delivery approaches. It also requires nimble decision-making and action to respond to often very uncertain conditions. Sometimes this requires making decisions based only on the best available data / information, supplemented by real-time advice from internal and external networks, as the organization does not always have the luxury of time to research, analyze, and weigh risks, opportunities, and options.

As a result, BGCBig pursues regular processes to review its Strategic Direction. This approach - a review of strategies in the context of emerging challenges and opportunities - better reflects today's management decision-making context than detailed strategic planning. For 2018, changes in volunteer and funding interests of millennials, a more diverse population base that requires targeted responses for specific groups and changing strategies at the national public and nonprofit sector level, are just some of the trends shaping a review of strategic assumptions. BGCBig also strives to remain informed by relevant change or innovation concept that can ground its strategic analysis.

In January 2018, BGCBig Board, staff members, and invited community stakeholders met to: revisit BGCBig's strategic assumptions; reflect on strategic thinking; explore three potential scenarios that could unfold for BGCBig (i.e. #1: BGCBig Pursues the Status Quo; #2: BGCBig Increases its Geographic Reach; #3: BGCBig Pursues a Broader Continuum of Services); and distil potential implications for the agency. Participants also recognized BGCBig's ongoing commitments to:

- A focus on “user needs” – the evolving needs of children, youth, families, and communities it serves
- Value for the client in everything it does;
- Quality, innovative, community-wide supports for children, youth, and families;
- Partnerships with other community stakeholders (i.e. public, nonprofit, individual, and corporate citizens, including local, provincial, and national partners), to leverage broad-based community resources for children, youth, and families;
- Financial health and resiliency of its organization.

BGCBig also continues to be informed by developments at the national level of its sister organizations. Currently, BGCBig is ensuring it aligns the organization and its programs with the strategic directions in the new BGCC Strong Clubs Strategic Vision:

- **Clubs are ambitious**

- Clubs have high quality, relevant programming
- Clubs reflect community needs
- Clubs have great staff and leadership
- Clubs are financially strong and resilient
- Clubs have, or access safe and engaging facilities
- Clubs are competently governed and led.

The following document outlines the strategic and organizational contexts for BGCBig's work, summarizes key frameworks that inform BGCBig's strategic thinking, and integrates learning and implications for BGCBig's Strategic Direction's Five Areas of Focused Work.

THE COMMUNITY CONTEXT: BGCBIGS FOCUS, NEED, AND RESPONSE

BGCBig's Focus

BGCBig's is currently well positioned to serve the needs of Edmonton's vulnerable children and youth. Alberta-based outcomes research continues to underscore the value of mentoring / relational based supports to support the healthy development of children and youth. Quality after-school programming and critical hours programming have become a major focus for funders and community stakeholders interested in quality child care and out-of-school care. **BGCBig's is committed to enhancing the natural and relational based supports for the children and youth it serves.**

Our Community: A Young and Diverse Population

The population of the City of Edmonton remains young, with a median age in 2016 of 35.7 years. As such, it is the youngest major city in Canada.¹

Edmonton's population also continues to steadily become more diverse. From 1996 to 2016, the Indigenous population grew by 108.5 % for the City of Edmonton, and 132.1% for the metro region.² Indigenous Edmontonians represent 5.5% of the population, up from 5.3% in 2006. ³

The number of immigrants and refugees choosing metro Edmonton as their permanent home rose from 4,304 in 2000 to 15,924 in 2017 (a 270% increase).⁴

¹ Edmonton Social Planning Council, "Tracking the Trends", March.2018, pg. 5

² Ibid., pg. 6

³ Ibid., pg. 10

⁴ Ibid., pg.87

The biggest demographic change in the past 10 years in Edmonton has been the increase in the visible minority population. This group represents people who are non-Indigenous, non-Caucasian, and non-white in color. While many of these Edmontonians are immigrants, an increasing number are Canadian-born. This group has tripled from 1996 to 2016; visible minorities now total 339,040 people or 37.1% of the City of Edmonton's population.⁵

Understanding the BGCBig Service Pressures: Continued Demand for Supports to Vulnerable Children

Unfortunately, demand for supports for Edmonton's vulnerable children and youth is not decreasing. The Edmonton Social Planning Council's Tracking the Trends in Edmonton (March 2018) reported that in 2015, 135,240 Edmontonians were living in low-income households (10.5 % of the population).⁶ In comparison to other family types, lone-parent households consistently experienced a higher poverty rate - 32.2% of the low-income cohort.⁷ And despite an increase in Alberta's minimum wage, one in five Edmonton workers earned below the \$16.73 living wage.⁸

Younger Edmontonian were also more likely to live in poverty; 41.58% of citizens living in poverty were children and youth under 18.⁹ (A slight decrease in poverty in 2015 was due to federal and provincial government income transfers, especially refundable child benefits; without these transfers, child poverty would have been 27.3% higher.¹⁰)

Unemployment rates averaged 8.1% in 2017, a twenty-year high.¹¹ However, this rate varied across populations, as the unemployment rate for Indigenous people averaged 13.4%, and youth at averaged 14.9%.¹²

It is also important to underscore that risk factors that contribute to a life in poverty are not limited to income. Families dealing with abuse and / or domestic violence, lack of access to quality out-of-school time programming for children, addictions and physical or mental health issues, lack of financial management skills, involvement in illegal or gang-related activities, or lack of education or job skills are among the many factors that can lead to or keep families in poverty.¹³

The negative effects of poverty are also cumulative for Edmonton's poor families. In *REACH: Building a Culture of Community Safety in Edmonton in One Generation*, the Edmonton Task Force on Community Safety cited research on the spectrum of community safety risk factors impacting Edmonton's poor children, youth and families at the individual, family, neighborhood, and societal levels:¹⁴

- Individual effects: low income, inadequate food or nutrition, mental health or addictions challenges, exposure to violence at a young age
- Family effects: lack of adequate food, marginal housing, absent or erratic parenting, family history of abuse or violence
- Neighborhoods effects: limited positive neighborhood influences or community services, higher incidence of unemployment, addictions, crime, or gang violence

⁵ Ibid., pg. 9

⁶ Ibid, pg.87

⁷ Ibid., pg. 82

⁸ Ibid., pg. 79

⁹ Edmonton Social Planning Council, "Tracking the Trends", March.2018, pg. 88

¹⁰ Ibid., pg. 97

¹¹ Ibid., pg. 38

¹² Ibid., pg. 50, 51

¹³ Gain A Better Understanding of Poverty, myunitedway.ca

¹⁴ REACH: Building a Culture of Community Safety in Edmonton in One Generation, September 2000, REACHREPORT.CA, pg.13

Many parents living in poverty often lack the personal or financial capacity, or the linkages to community supports or networks, to provide effective parenting support or appropriate out of school time supervision. On average, Canadian children and youth have over 67 hours of discretionary time a week outside of school hours.¹⁵ However, after school hours are particularly challenging for families. It is also during unsupervised hours that vulnerable children – such as children living in poverty - are at greatest risk for victimization or making unsafe choices.¹⁶ Research has shown that children and youth living in poverty are at an increased risk for becoming victims of crime. National data suggests that children and youth are fifteen times more likely to be victims of crime than seniors¹⁷ (e.g. child victims make up over two thirds of sexual assaults reported to Edmonton police)¹⁸. Children and youth dealing with poverty and experiencing mental health issues tend to engage in riskier behavior¹⁹ (e.g. sexual activity leading to teen pregnancy). They also face increased pressures to make unhealthy personal choices with negative consequences (e.g. gang or criminal involvement).

Unhealthy life choices by children and youth can set the course for a life of continued poverty. A study by Boys and Girls Clubs of Canada underscored that such risk factors for criminal victimization or gang involvement are correlated with other vulnerability characteristics such as decreased success in school, youth disengagement from school and unemployment.²⁰ It is not surprising that seventy percent of all those entering Canada's prisons have not completed high school.²¹

BGCBig's Response: Evidence-Based Mentoring and Out-of-School / Critical Hours Supports

United Way's document *Creating Pathways Out of Poverty: A Results-based Approach Toward a Bold New Vision*²² points out that high school completion has been shown to directly impact family health and stability, as well as participation in Alberta's economic and social communities. Supporting Edmonton children to succeed in school is an important preventative support for families in or at risk of poverty. It is also well acknowledged that the journey to high school completion (or non-completion) can start to unfold as early as Grade 3²³. Alberta's research has also recognized the mitigating impacts of wraparound community services and supports in strengthening a child and family's links to school and the community in maintaining school success.²⁴

BGCBig's has been a longstanding partner in wrap-around supports for Edmonton's children and youth. BGCBig's supports Edmonton Public, Catholic and Francophone School Boards in providing mentoring and out-of-school time supports for Edmonton's most vulnerable children and youth. It is exciting to see the promising trends for Edmonton's youth for high school completion rates, particularly given the rise in English-language learner. Students.) Over the last 15 years, significant improvements have been made in three-year high school completion rates (e.g. Edmonton

¹⁵ Ibid, pg. 2

¹⁶ Ibid, pg. 2

¹⁷ Positive Choices, A Better Future: Creating Healthy Alternatives for Youth, Boys and Girls Clubs of Canada, https://www.bgccan.com/en/AboutUs/PublicPolicy/Documents/BGCC_PositiveChoices_English_Spreads.pdf, 2012, pg.2

¹⁸ REACH: Building a Culture of Community Safety in Edmonton in One Generation, September 2000, REACHREPORT.CA, pg.18

¹⁹ Ibid, pg. 2

²⁰ Ibid, pg.2

²¹ Ibid, pg. 2

²² *Creating Pathways Out of Poverty: A Results-Based Approach Toward a Bold New Vision*, United Way Capital Region, 2014, pg.22

²³ High School Completion Longitudinal Study, Government of Alberta Ministry of Education, 2009, pg.15

²⁴ Ibid, pg. vi

Public School Board: from 57% to 75.4%; Edmonton Catholic School Board: from 59.7% to 84.5%).²⁵ Despite this progress, the demand for supports for Edmonton's most vulnerable families remain high.

BGCBig understands the importance of mentoring / relational based supports and out-of-school time / critical hours support for the children and youth it serves:

- **Mentoring / Relational-based Supports:** Numerous North American studies underscore the positive impact of mentoring relationships between caring adults or teens and children and youth. It is well documented that the presence of caring, capable, and committed relationships with young people is the most important developmental asset associated with positive youth development. **Mentors can be natural mentors – adults or peers already present in their lives (e.g. family, friends, neighbors, etc.) who place a heightened attention on mentoring – or community members matched in a mentoring relationship. In all these relationships, mentoring provides an important strength-based support for children and youth to help foster the optimum conditions for learning.**²⁶

Specifically, mentoring supports help children and youth build many core competencies necessary for positive youth development and resiliency, such as: the ability to develop social and emotional connectedness; demonstrate persistence in task completion; moral directedness (e.g. knowing right or wrong in coping behavior); building positive self-esteem: and an understanding of personal strengths.²⁷ These competencies build the characteristics necessary for success in school and success in life.

- **Out-of-School Time / Critical Hours Supports:** BGCBig understands that quality, supervised after-school and / or critical hours programs yield very positive results for children challenged by poverty. Studies have shown that not only do such programs prevent negative outcomes (i.e. victimization of and delinquency by children and youth are minimized), but positive developmental outcomes are promoted. For example, studies have shown that participants: feel better about themselves and their abilities; demonstrate improvements in positive social behaviors as well as decreased problem behaviors; choose to decrease drug use; and feel more connected to their schools.²⁸ BGCBig after-school programming meet the developmental needs of children and youth by providing safe, engaging and supportive environments for positive health and well-being. Effective programming tailors program responses to the local community context (e.g. cultural diversity), addresses locally situated needs (e.g. a lack of community recreation programs) and overcomes barriers to participation (e.g. accessing supports for participation costs and equipment).

²⁵ Edmonton Social Planning Council, "Tracking the Trends", March.2018, pg.26

²⁶ Core Character Competencies and Positive Youth Development; Resiliency Initiatives; Resiliency Canada, 2013 pg. 2

²⁷ Core Character Competencies and Positive Youth Development; Resiliency Initiatives; Resiliency Canada, 2013, pg.2

²⁸ Positive Choices, A Better Future: Creating Healthy Alternatives for Youth, Boys and Girls Clubs of Canada, https://www.bgccan.com/en/AboutUs/PublicPolicy/Documents/BGCC_PositiveChoices_English_Spreads.pdf, 2012, pg.2

BGCBIGS' ORGANIZATIONAL CONTEXT: OUR PURPOSE & BELIEFS THAT GUIDE OUR WORK

BGCBigs grounds all its work in its purpose - embodied in its Mission, Vision and Beliefs:

Mission:

Boys & Girls Clubs Big Brothers Big Sisters is a community-supported organization committed to the healthy development of children, youth, and their families by providing safe places, positive relationships, services, and opportunities to develop personal strengths and interpersonal skills that enhance their long-term success in life.

Vision:

Children, youth, and families have enriching experiences as part of their healthy development to achieve success in life.

Beliefs:

For positive child and youth development, we believe that...

- All children and youth have the capacity to lead full and rewarding lives and become contributing adult members of their community.
- All children and youth should grow up in an environment that supports their well-being and enables them to reach their full potential.
- The healthy development of a young person is best fostered within the context of a caring and loving family.
- The healthy development of every young person is enhanced by positive, nurturing relationships. This includes positive caring relationships with adults, teens, and peers.

As an organization, we also believe...

- In working with others to promote healthy and safe environments for children and youth.
- That the voice of children, youth and families is essential to shaping our goals, our work, and priorities.

- That the collaborative approach between staff, partners and volunteers in service delivery is our strength.
- In maintaining the highest program quality is essential to ensure positive outcomes for young people and their families
- In diligent stewardship of community resources.

Our Diversity Beliefs

At BGCBig's, our commitment to diversity is our promise to each other and the communities we serve. We strive to reach out to and welcome every child, every mentor, every staff person, and every volunteer so that we may support, strengthen, benefit from, and contribute to the richness and complexity of our communities. BGCBig's is committed to being an inclusive organization in which differences are valued and respected in all aspects of service delivery and organizational practices. By continually demonstrating our commitment to these principles, we enrich ourselves and the lives of those we are dedicated to serving.

BGCBIGS' STRATEGIC INTENTION: THE IMPACT WE SEEK

BGCBig's Statement of Accountability

We will work with parents / guardians, volunteers, funders, partners, and others in the community, holding ourselves accountable for each child and youth in our program to achieve the following results:

- Higher aspirations for their future, increased confidence, and the ability to form positive relationships
- Ability to resist negative influences and make good decisions
- Success in School
- Strength of character and respect for diversity
- Skill development appropriate to their age and circumstances that enhances personal resiliency
- Successful transitions (e.g. from elementary to junior high, or junior high to high school) that also promote community connections

BGCBig's Outcomes

BGCBig's seeks to positively impact the outcome of healthy development of children and youth (those participating in our programs, and those we support through our diverse community partnerships), as well as the enhanced well-being of the families, citizens, and communities that we engage through our work:

Enhancing the Capacity and Resiliency of Children and Youth:

Through enabling children and youth to build relationships with caring adults **and peers** (i.e. **caring individuals already in their life**, volunteers, staff, BGCBig's community partners), children and youth develop and strengthen important personal competencies (e.g. relationship skills, problem solving skills, leadership skills etc.)

Through participating in a variety of safe, enriching experiences, children and youth also develop other age appropriate skills (E.g. social skills, employability skills), confidence and hope. These experiences help children and youth enhance their academic achievement and build their strength of character (e.g. gaining a positive respect for diversity; resisting negative influences; making positive choices or decisions).

By linking children and youth to other community resources (e.g. sports teams, recreational activities, arts, or cultural groups) and other community supports (e.g. supports for equipment, lessons, camp tuition, scholarships etc.), children and youth access a broader web of community resources to support their personal goals and aspirations.

Enhancing the Capacity and Resiliency of Families:

As families build relationships with BGCBigs' staff and their partners, they can be linked to additional community resources **or peer** supports relevant to their family goals and priorities (e.g. parenting groups, programs for siblings, employment supports, Food Bank, ESL supports, cultural groups, etc.) This can broaden their networks, enabling families to build on their strengths and minimize challenges.

Parents can also participate as volunteers, providing them with new perspectives on the strengths of their children as well as providing opportunities to build friendships.

Enhancing the Responsive Capacity and Resiliency of Community:

Citizens that volunteer with BGCBigs as mentors develop relationship-building skills and an increased understanding of child and youth development. They also gain a heightened appreciation of the challenges faced across the diversity of Edmonton's children, youth, and families.

Corporate citizens that partner with BGCBigs in program delivery also gain these benefits, while seeing first-hand the positive impacts of their financial, volunteer, and / or in-kind contributions.

Funders that collaborate with BGCBigs become part of its learning network, gaining a more nuanced view of children and families served, as well as an understanding of service or program innovations that can expand reach and better support positive outcomes for children, youth, and families.

BGCBigs builds relationships with a breadth of local, regional, provincial, and national organizations that share its purpose or goals. It seeks innovative results-based collaborations that ensure communities build responsive, quality, sustainable community, and service delivery responses for evolving community needs.

BGCBig's Approach to All We Do

BGCBig's seeks to embed a consistent approach across service delivery and corporate functions. This approach is reflected in work on the front lines and supervisory and management tables:

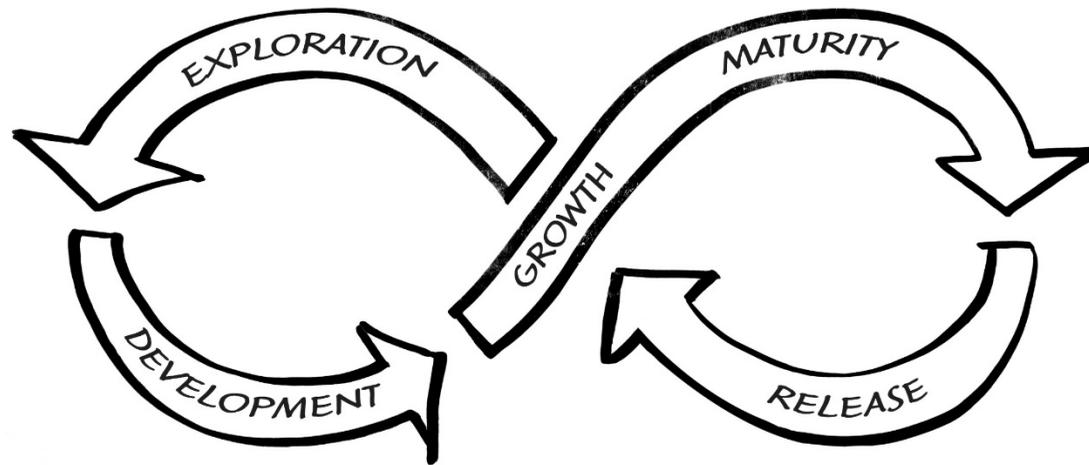
1. **We are a learning organization.** We are engaged in ongoing information sharing, dialogue, and reflection on our collective learning (i.e. What are we noticing? So What? Now What?).
2. **Our work is driven and shaped by the evidence.** We actively engage in relevant data and evidence collection, research, reflection, prototyping and evaluation to discern results, impacts, trends.
3. **We communicate humbly, honestly, and openly** (i.e. we all are learners in a dynamic context!) We hold each other to account for our objectives and celebrate our milestones.
4. **We share our learning at other community tables.** We seek to foster broader community sharing, learning and collaborations.
5. **We engage others.** We invite in community partners and stakeholder collaborations based on the aspirations and needs of the families and communities served.
6. **We strive to build resilient community.** We work with groups and organizations to make connections and build capacities that enhance our collective strategic awareness and organizational effectiveness.
7. **Our collective work reflects the range of needs.** We see the importance responding to the needs of **all** the different the children, youth and families in communities served (i.e. those children, youth and families that can benefit from prevention, targeted supports, and specialized interventions).

KEY CONCEPTS THAT INFORM STRATEGIC THINKING IN BGCBIGS

1) Eco cycle Process of Organizational Change

As described above in the impact we seek and the way we work, BGCBigs seeks to support many kinds of change for children, youth, families, and citizens. The organization itself also works in a very dynamic external environment. BGCBigs is continuously adapting to integrate expanding knowledge and advances through research, responding to evolving social, political, and economic conditions, and leading and / or aligning with emerging community networks or collaborations.

As a result, BGCBigs has come to understand and experience change as a complex, dynamic, and ongoing process, where stability, dissolution and creation can be states that all co-exist. It resonates with the work of Gunderson and Hollings, who describe change like an Eco-Cycle Process of Release, Exploration, Development, and Growth to Maturity.²⁹



This framework acknowledges that BGCBigs has established programs and approaches which have proven to be successful in contributing to positive outcomes for children, youth, families, and citizens (i.e. work in the maturity phase). However, new knowledge, technology or social change can require that past approaches be redefined or even dissolved (i.e. a need and willingness to

²⁹ Based on the work of C.S. Hollings and L.H. Gunderson, Resilience Alliance, <http://www.resalliance.org/adaptive-cycle>

end or release structures, systems, or programs). Such a release enables BGCBigs to explore the potential of new or more relevant responses (e.g. prototyping new program concepts; testing the application of new technology). As new ideas show promise for positive results on a small scale, they can be developed and refined for larger scale expansion (i.e. from growth to maturity).

This frame model and approach underlies BGCBigs' strategic direction outlined in the following section.

2) The Nonprofit Starvation Cycle

In an article in the Stanford Social Innovation Review, Ann Goggins Gregory and Don Howard outline their research on the cycle of underfunding of overhead for nonprofits.³⁰ They begin by recognizing the importance of organizational infrastructure to success for any organization. They go on to reference studies where nonprofit sector leaders acknowledge the importance of robust infrastructure – from information technology systems, skills training, fundraising and financial systems; however, they are loath to increase spending and continue to skimp on overhead. Their research focused on four national youth-serving nonprofits, interviewed leaders, managers and funders of these organizations, and synthesized research on nonprofit overhead costs.

The research revealed a vicious cycle underlying a persistent underfunding of overhead: a funder's unrealistic expectation of the cost to operate a nonprofit; nonprofits' feeling of pressure to meet these unrealistic expectations; nonprofits then respond by spending too little on overhead, as well as underreporting expenditures on tax forms or fundraising materials. To address this cycle, the authors suggest that funders shift their focus from costs to outcomes; diverse organizations should not be expected to share a common indicator of program effectiveness. They should also allow nonprofits to define their true overhead needs, so long as they are justifiable. Nonprofits need to better understand their true overhead requirements for success, and then educate their boards and donors. Scaling up the achievement of outcomes rests on addressing this vicious cycle.

3) Strategy Under Uncertainty

On Jan. 13, in a series of slides, Mark Cabaj shared a quote by Canadian strategy and management leader Henry Mintzberg "Strategic planning often spoils strategic thinking because it causes managers (leaders) to believe the manipulation of numbers create imaginative insight into the future and vision." He then referenced concepts from the article "Strategy Under Uncertainty", by Courtney, Kirkland and Viguerie³¹. Traditional approaches to strategic planning can encourage managers to underestimate uncertainty to build a case for specific strategies. The article argues for strategic thinking – exploring strategies that reflect degrees of uncertainty from:

- Clear Enough Future: a single forecast that is narrow and thus more predictable
- Alternative Futures: one of a few alternative outcomes or discrete scenarios, where some elements of strategy would change across scenarios
- A Range of Futures: numerous possible futures lie along a continuum with no natural discrete scenarios emerging

³⁰ "The Non-profit Starvation Cycle", Stanford Social Innovation Review, Fall 2009

³¹ Courtney, Hugh, Jane Kirkland and Patrick Viguerie, "Strategy Under Uncertainty", Harvard Business Review, Dec. 1997, pg. 3-6

- True Ambiguity: multiple dimensions of uncertainty interact to create an environment very difficult to predict

Such thinking through alternative scenarios can help organizations think through a range of possibilities, so that they are able to nimbly respond to the future that does in fact emerge. Organizations are also able to identify “no-regret moves” or actions that will have positive payoffs regardless of the scenario that occurs. Mark then referenced a story of Michael Jordan, who shared that one of his strategies for success was to visualize all possible scenarios before the start of each game. He was able to capitalize on whatever then occurred, as he “had already lived it”.

4) The Anti-Fragile Organization

Mark also introduced three other ways to think about how organizations can respond to dynamic external environments:

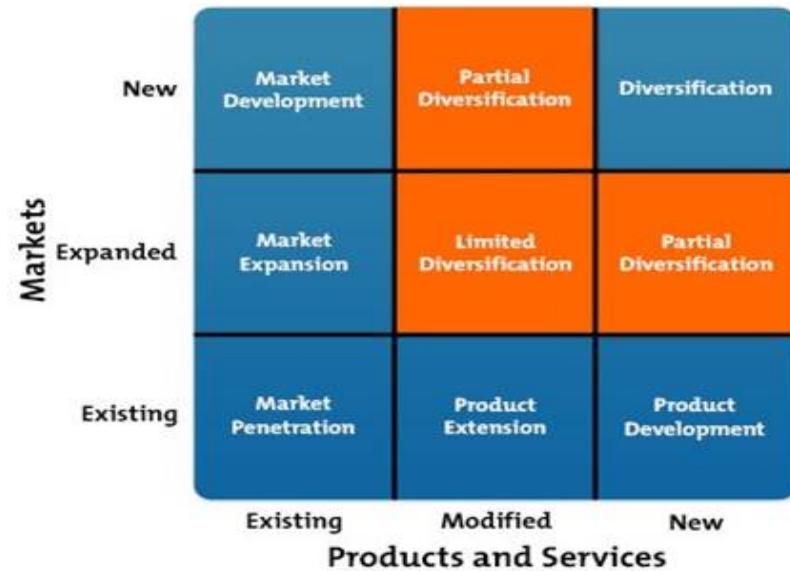
- Sustainable: An organization seeks to maintain its identity and a model; in uncertainty, it can struggle with volatility and change
- Resilient: An organization seeks to maintain the essence or DNA of its identity, focus and principles, while the model adapts to a changing context
- Anti-fragile: An organization is open to the evolution of its essence and DNA as it operates in a dynamic environment.

Organizational change is increasingly encouraging organizations to be open to consider this whole continuum of options, to weather a volatile external context.

5) The Ansoff Matrix

Another framework that is instructive for BGCBig's strategic thinking is the Ansoff Matrix. The Ansoff Matrix was first published in the Harvard Business Review in 1957 in an article entitled “Strategies for Diversification” and has been informing marketers ever since. Developed by H. Igor Ansoff, the framework highlights strategies for diversification, and gives organizations a simple way to think about risks and growth.³² The matrix illustrates the possibilities of changes to two variables: markets (new and existing) and products (new and existing). Risk is increased options along the x axis (new products) and y axis (new markets).

³² https://www.mindtools.com/pages/article/newTMC_90.htm



The framework suggests that the lowest risk move is the bottom left hand square, where the focus is on expanding sales in existing markets. Slightly riskier moves are product extension or market expansion, where you are developing modified products or expanded markets. A riskier move may be to take existing products into an entirely new market (In the upper left box) or new product development (lower right box). The orange boxes underscore strategies that are vulnerable in a downturn, as two new variables are being tried at once without the benefits of a truly diversified strategy.

6) Reflections and Analysis: The Strategic Impact of BGCBigs Fund Development

In reviewing BGCBigs’ fund development strategies to date, and the contributions made by each strategy, it became apparent that the biggest return for organizational effort in recent years has been in securing funding grants. However, it also became apparent that BGCBigs fund development activities served both monetary and nonmonetary strategic purposes:

- **Community Partner Engagement and Education:** Securing grants, and related outcomes reporting, keeps community funders informed about emerging community needs for the children, youth and families served by the agency. It also educates these important stakeholders on the strategic challenges faced by BGCBigs and its partners as it responds to those needs. Solid evaluation and reporting on BGCBigs’ learning and results can also open up other funding streams for new or expanded programming.

- **The Freedom of Unallocated Dollars:** Larger fundraisers like the BGCBigs Dreamhome generate dollars that are not designated for specific programs. These resources offset BGCBigs administration costs which are traditionally underfunded in grants for the nonprofit sector. In turn, this gives BGCBigs the freedom to support the necessary infrastructure it requires for effective governance, strategic direction setting, effective management and outcomes evaluation. (E.g. no other Canadian BBBS organization supports a Mission Effectiveness Unit or has an HR Department.)
- **Public Relations and Citizen Leader Engagement:** Fundraisers like the Golf Tournament, Lobster Lovers, and Dreamhome elevate the agency profile, and draw in volunteers with connections to the United Way, corporate board rooms and institutions. These citizens can then be engaged to leverage their talents, networks, and resources for BGCBigs governance structures, projects, and programs.

OUR STRATEGIC DIRECTION: FOCUSED AREAS OF WORK

BGCBigs focuses its work in the 5 areas. The following section highlights goals, objectives of the strategic direction, as well as learning from January 2018 strategic reflections, and implications for BGCBigs.:

1. EXCELLENCE IN SERVING CHILDREN, YOUTH AND FAMILIES

2. ENGAGING THE CONTRIBUTIONS OF CITIZENS

3. LEADING THROUGH INNOVATION AND COLLABORATION

4. BUILDING A NIMBLE, RESILIENT ORGANIZATION

5. ADVANCING OUR RELATIONSHIPS LOCALLY, REGIONALLY, NATIONALLY

STRATEGIC DIRECTION I: EXCELLENCE IN SERVING CHILDREN, YOUTH AND FAMILIES

STRATEGIC GOAL #1	STRATEGIC OBJECTIVES	WHAT WE LEARNED	IMPLICATIONS FOR MOVING FORWARD
<p>All children and youth approaching the agency are provided with the knowledge and information needed to ensure they receive the best possible supports and service, i.e.:</p> <ul style="list-style-type: none"> • Mentoring options (i.e. community-based, site-based) • Clubs • Out-of-school time • Satellite offices • All in 4 Youth • Youth Development Mentoring • Community partners 	<ol style="list-style-type: none"> 1. Enhance the capacity of the agency to respond proactively to the range of needs of individual children, youth as well as families and communities served. 2. Enhance the capacity of Out-of-School Time supports (e.g. Clubs) to meet the interests and needs of the diversity of children, youth and families served. 3. Enhance the capacity of mentoring programs to better serve waitlisted kids and existing matches (e.g. use of technology; Alumni supports). 4. With All in 4 Youth Partners, develop, implement, and evaluate evidence-based strategies and supports for children and youth (i.e. in participating elementary, junior high and high schools). 5. With provincial partners, refine the Youth Development Framework based upon results and shared learning across partners' program prototypes, program designs and evaluation results. 6. Create and begin to implement a youth leadership / youth development framework and plan that reflect healthy youth development research and theory, identified priorities by 	<ol style="list-style-type: none"> 2. Our status quo is not static – we are always evolving 3. We need to more intentional in embedding natural mentoring and peer mentoring in programming. 4. Matches for boys (i.e. waitlists) and retention of boys may remain a challenge regardless of scenario. 5. We can deliver branded and non-branded programs that give flexibility in standards and meet differing community needs 6. Continuum of service is like what some Clubs used to deliver (e.g. child care) 7. Service continuum is more of a partnership model than us delivering different services (e.g. mental health supports) 8. Community hub as a model (versus continuum of care) may be more relevant for the families we support. 9. The City is changing – infill is changing housing options and demographics of aging neighborhoods, lower-income families living in newer neighborhoods 	<ol style="list-style-type: none"> 1) We want, need to stay relevant; we need to attend to compelling youth needs (e.g. youth employment; newcomer and Indigenous children, youth, and families) 2) We need to identify and develop any additional required supports for natural and peer mentors. 3) Changing the service delivery model does not necessarily lead to enhanced services for pressing family needs (e.g. boys; Indigenous and immigrant children / youth). We need more purposeful targeted innovative strategies to enhance natural and relational-based supports, including: <ol style="list-style-type: none"> a) Serving Indigenous Child and Youth Strategy (“nothing for me without me”) b) Serving Newcomer Child and Youth Strategy c) Serving Boys Strategy d) Serving Girls Strategy <p>These strategies must address implications for Club and mentoring programming.</p> 4) Resources will need to be reallocated given shifts within, across Edmonton neighborhoods (e.g. to SW Edmonton)

	<p>youth across BGC BIGS and partner programs (e.g. employability), as well as current environmental pressures (e.g. youth unemployment rates).</p> <p>7. Undertake prototyping processes to explore innovative models and approaches for feasibility, desirability, and affordability.</p>	<p>10. SW Edmonton will be an important driver for BGC BIGS change in Edmonton; it is also a place to prototype emerging strategies and models.</p> <p>11. “Distance delivery” / “distance management” is what causes fear around geographic expansion (e.g. risk to reputation; impact on donations; staff turnover; no one model as each community is unique – a lot of work to understand community need, capacity, readiness / acceptance)</p> <p>12. Clubs are observing that a sub-group of children in Clubs have extremely complex needs.</p> <p>13. Clubs are observing that families served are often the poorest families; these families are too poor to “afford” Provincial child care subsidies.</p> <p>14. Youth employment strategy is a natural extension of Club programming</p>	<p>We will also need to work with key partners (e.g. City of Edmonton) to assess the implications of changes across Edmonton neighborhoods (e.g. community mapping of resources / assets and family needs).</p> <p>5) We need to keep learning with rural mentoring partners to determine the most effective and sustainable rural programming models.</p> <p>6) Strong Clubs: Clubs need to tell the story of impact, including sharing stories that demonstrate a community-building role</p> <p>7) Clubs need to develop new program delivery strategies for children with complex needs.</p> <p>8) Clubs need to collect more consistent and robust data on families served (e.g. income; cultural background; single parent; family size, etc.) to share accurate pictures of their programming context with funders</p> <p>9) BGC BIGS will implement the youth employment strategy including: a) Leveraging community volunteers to assist BGC BIGS in the development of youth talent; it will do this through a pipeline of integrated services that support <i>opportunity youth</i> aged 12-18+ (i.e. youth at risk of not</p>
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		<p>15. BGCBigs brings a lot of capacity regardless of the scenario (e.g. resources (human / technical / buildings / partnerships / relationships); reputation; evidence-based programming; access to a continuum of families and volunteers; donors; history; leadership)</p>	<p>graduating high school who could benefit from a better understanding of their strengths, and how to use them to when facing challenging situations).</p> <ul style="list-style-type: none"> b) Working with partners and career mentors to assist youth in building skills to be job ready, broaden their understanding of opportunities and careers, and help them attain their first job on their path to future success. c) Working with schools, employers, program partners and post-secondary institutions to complement their efforts (e.g. school work experience options, job placement options, volunteering, etc.) by linking youth to career mentors and corporate mentors. BGCBigs will concurrently support youth in leadership development programs to identify and develop their leadership strengths. d) Working with Communications to implement an aggressive marketing and communications campaign to attract volunteers as career mentors, and youth as participants. <p>10) Partners could be leveraged further in existing programs (e.g. TFC youth workers utilized as mentors)</p>
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STRATEGIC DIRECTION II: ENGAGING THE CONTRIBUTIONS OF CITIZENS

STRATEGIC GOAL #2	STRATEGIC OBJECTIVES	WHAT WE LEARNED	IMPLICATIONS FOR MOVING FORWARD
<p>Individual and corporate citizens are engaged in supporting children, youth, families, and communities.</p>	<ul style="list-style-type: none"> 2.1 Undertake research to better understand volunteer attraction, recruitment, and retention patterns. 2.2 Develop and implement a volunteer management strategy that effectively targets, recruits, and retains volunteers across the diversity of agency volunteer roles. 2.3 Develop and implement strategies to engage the voices of youth, families, and volunteers for strategic agency decision-making. This work ensures that the voices of these citizens (who also happen to be program participants) regularly inform agency decision-making (e.g. processes to advise on governance, policy and / or practice). 2.4 Develop and implement a corporate engagement strategy that supports the youth development and leadership strategy (E.g. employability supports). 2.5 Update our network of interested stakeholders (e.g. individual and corporate volunteers, Alumni, donors, partners, etc.) on the evolving needs of children, youth and families, and agency opportunities to engage and support them. 	<ul style="list-style-type: none"> 1. Millennials want different options to volunteer and to donate 2. Brands may be negatively impacting retention of youth in programs as well as some volunteer recruitment streams 3. Recruitment standards may be limiting the number and diversity of volunteers recruited 4. Other families would pay for out-of-school time supports – also reducing stigmatization for families 5. Expanded geographic service delivery could link to new funding streams (e.g. corporate citizens as well as government) 6. Continuum of services may have implications for our volunteer focus (i.e. move to paid staff vs. volunteers) 7. Natural mentoring may require a purposeful assessment of how to work with children / youth and families to identify and “recruit” natural mentors. 8. Peer mentoring is gaining traction (e.g. mental health field). Where can peer mentors be employed across BGCBigs programs? 9. We can learn from other BGC organizations in how to trial fee for service in quality after-school 	<ul style="list-style-type: none"> 1) Volunteer recruitment to attract / retain Millennial volunteers a priority; development of a strategy 2) Youth volunteer recruitment – strategy tailored for the youth market (vs. adult market) to attract in-school and peer mentors 3) Review / assessment of screening requirements for supervised programming versus 1/1 mentoring. 4) Development of a natural mentoring recruitment approach / strategy. 5) Expansion of services – understanding and defining relevant volunteer roles, and development of timely, targeted marketing and communications strategies <ul style="list-style-type: none"> a) Youth Employment b) Peer mentoring c) Natural mentoring

		<p>programming for a range of families (e.g. paying families subsidize nonpaying families with no stigmatization)</p> <p>10. The Youth Employment Program requires a volunteer recruitment strategy that mobilizes engaged partners (e.g. corporate, public, nonprofit) to recruit citizens and BGCBigs alumni for new volunteer roles (e.g. career mentors)</p> <p>11. Are people waiting to adopt a child a potential pool of mentors?</p>	
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STRATEGIC DIRECTION III: LEADING THROUGH INNOVATION AND COLLABORATION

STRATEGIC GOAL #3	STRATEGIC OBJECTIVES	WHAT WE LEARNED	IMPLICATIONS FOR MOVING FORWARD
<p>BGCBigs leads through sharing strategic foresight and collaborations in enhanced program quality and service innovations.</p>	<p>3.1. Work with National Organizations to help shape strategic frameworks that guide our collective work together (e.g. Strategic Directions and Plans; Research and Evaluation; Program Quality and Innovation; Marketing and Fund Development, etc.).</p> <p>3.2. Continue to provide leadership and support in city, provincial and national collaborations, as well as advocacy initiatives, to enhance the well-being of children, youth and families and the effectiveness of the organizations that support them.</p>	<p>1) Many ideas are natural extensions of existing services, not a new product or market (e.g. youth employment)</p> <p>2) New products could strengthen the service continuum to ages served, build trust (e.g. agency remains relevant to teens)</p> <p>3) Ages 3-24 a broad age range; we are currently missing services before 6 years and after 12 years of age. We would want to work with partners add to relevant prevention supports for these groups (e.g. brain development for young children)</p>	<p>1) SW Edmonton represents an opportunity as an intermediate step to learn with partners and stakeholders (e.g. school boards, funders, wrap-around service partners). We can work with them in prototyping new products, learning to scale, geographic expansion, etc. We can try some things here to identify “no regret moves”.</p> <p>2) Areas for innovation prototyping include:</p> <ul style="list-style-type: none"> a) New flexible approaches to volunteer screening for supervised roles b) More intentional and / or expanded use of natural and peer mentors c) A “Third Way” for Clubs <ul style="list-style-type: none"> i) Working with indigenous families and stakeholders to develop or refine respectful models with cultural relevance ii) Working with immigrant families and stakeholders to develop or refine respectful models with cultural relevance iii) Working with immigrant groups to help provide backbone supports for after-school programming

STRATEGIC DIRECTION IV: BUILDING A NIMBLE, RESILIENT ORGANIZATION

STRATEGIC GOAL #4	STRATEGIC OBJECTIVES	WHAT WE LEARNED	IMPLICATIONS FOR MOVING FORWARD
<p>BGCBigs builds and maintains a resilient organization equipped to adapt to changing opportunities and challenges.</p>	<p>4.1 Develop and implement a strategic research and evaluation framework for all agency functions (i.e. service delivery and corporate services). Implementation is embedded in relevant roles of all employee job descriptions.</p> <p>4.2 Develop and implement a Board Governance strategy for collaborative community capacity development (e.g. tours, Board to Board discussions).</p> <p>4.3 Develop and implement an HR strategy that recruits, trains, develops, and retains an effective staff complement (i.e. front-line, supervisors, managers, directors). This staff complement also reflects the community it serves and performs well in the emerging environmental context (e.g. data-driven).</p> <p>4.4 Ensure that the agency has integrated, up-to-date strategies and plans for information systems and communications technology (i.e. tools, devices, and systems) that enable it to support a breadth of users and user needs to be a data driven organization.</p> <p>4.5 Develop and implement a comprehensive fund development strategy that diversifies the funding base and engages citizens and</p>	<p>1) We need to become antifragile – open to new options in where or how we do the work</p> <p>2) We can be fearless in the face of any scenario – scenario planning prepares us to think through implications of probable futures</p> <p>3) Regionalization requires a comprehensive rethink of governance, structure, IT supports, fund development and human resource strategies to address the challenges and opportunities of distance delivery</p> <p>4) We need to harvest the lessons from the last merger / amalgamation (e.g. staff turnover)</p> <p>5) We need to undertake a comprehensive reflection on the impact of current organizational and program branding for: continued engagement of youth (e.g. youth employment), satellite office programming (i.e. what resonates with the local community?) and volunteer recruitment (e.g. attracting male volunteers)</p> <p>6) Club sustainability is a growing priority, given the complex needs of children served and the inequitable benefit of the</p>	<p>1) Ongoing strategic thinking helps us understand, respond to emerging changes</p> <p>2) Our strategic thinking needs to be linked to changes at the National level; we need to explore options that are relevant to changes within the Alberta delivery context and our long-term interests.</p> <p>3) Technology is creating new opportunities for efficiency and effectiveness. BGCBigs needs to review its current system configuration to understand how to be positioned for the “next big leap forward”. This includes:</p> <ul style="list-style-type: none"> a) A review of manual systems to determine what could be better supported by technology b) How we could better use virtual supports to bring people together (e.g. meetings) c) How we could use virtual connects for volunteer recruitment or support (e.g. real-time chat lines) <p>4) Strong Clubs:</p> <ul style="list-style-type: none"> a) Recognition as a leading organization: BGCBigs will use strong relationships with local media to support national brand awareness campaigns

	<p>sectors in relevant roles and partnerships (e.g. different orders of government and nonprofits for collective impact; corporate partners and third party events; satellite community supports for local offices; citizen donors and endowment funds, donors are able to see and interact children, youth, families and mentors, etc.) so that we gain a positive reputation for how we treat our donors; as well as work with both National Organizations on an integrated/coordinated approach to fund development.</p> <p>4.6 Develop integrated marketing and communications strategies across BGCBigs programs, initiatives and partnerships that reflect emerging organizational and partner directions and priorities (E.g. implications of national strategic directions for branding; requirements for local collaborative partnerships; corporate partnerships in youth development).</p> <p>4.7 Ensure that financial systems, protocols, and practices are equipped to support the work of the agency and community partners.</p>	<p>Province’s subsidized child care on the poorest families.</p>	<p>b) Exemplary leadership: CEO/ED recruitment for diversity, succession, development of young leaders. Boards and staff will become stronger through training and development.</p> <p>c) BGCBigs needs to pursue dialogues with funders on Club sustainability pressures, given the needs of children served and inequitable GOA policy impacts on poor families.</p>
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STRATEGIC DIRECTION V: ADVANCING OUR RELATIONSHIPS LOCALLY, REGIONALLY AND NATIONALLY

STRATEGIC GOAL #5	STRATEGIC OBJECTIVES	WHAT WE LEARNED	IMPLICATIONS FOR MOVING FORWARD
<p>Our efforts to assist Rural and remote Alberta will focus on deepening our relationships and service delivery in existing markets and building on our Local, Regional (AMP) and National (BGCC and BBBSC) partnerships to support this.</p>	<p>5.1 Work with the newly established AMP Rural & Remote Alberta Committee.</p> <p>5.2 Explore with other BBBS and BGC agencies where there maybe opportunities for shared services work between the agencies, increasing collaboration, funds, and provincial reach.</p> <p>5.3 For Edmonton to determine the needs of its current Satellite offices and what our role should be in going forward.</p>	<p>1) We can use technology to support distance service</p> <p>2) New services or service approaches can open new funding streams; funders are leaning towards regionalization and we have established infrastructure to support</p> <p>3) National directions will have local and regional impacts for BGCBigs; we may be responding to broader strategic shifts</p>	<p>1) We need to engage funders in this integration learning journey; funders think about their piece, but efficiencies exist when thinking like a system: locally, regionally, provincially, and nationally.</p> <p>a) BGCBigs should work with AMP and GOA ministries to help leaders understand regional opportunities for improved collective outcomes through cross-ministry collaboration and resource pooling.</p> <p>b) BGCBigs should work with AMP ad provincial partners to maintain funding levels and bring in additional provincial mentoring leaders.</p> <p>c) BGCBigs should to work with national BGCBC partners to understand the best approaches to regional expansion (e.g. consolidation, takeover, scale up, orchestrate vs. deliver, etc.)</p> <p>d) BGCBigs should work in coordination with BBBSC and BGCC to increase funding for program supports for diverse groups (e.g. indigenous communities, immigrant communities</p> <p>2) Clubs Strong Voice Vision: BGCBigs will continue to demonstrate quality</p>

			<p>services, and remain a respected voice in the communities it serves:</p> <ul style="list-style-type: none">a) As an advocate at local, provincial, and regional tablesb) Operating within a fair regulatory and legislative environmentc) As a leader on federal advocacy on behalf of children and youthd) As a quality service provider with great impact
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Appendix A: Staff Planning Template

STRATEGIC DIRECTION I: EXCELLENCE IN SERVING CHILDREN, YOUTH AND FAMILIES

STRATEGIC GOAL #1	STRATEGIC OBJECTIVES	IMPLICATIONS FOR MOVING FORWARD	ACTIVITIES	KEY RESOURCES	TIMELINE	LEAD POSITION	OUTCOME MEASURES
<p>All children and youth approaching the agency are provided with the knowledge and information needed to ensure they receive the best possible supports and service, i.e.:</p> <ul style="list-style-type: none"> • Mentoring options (i.e. community-based, site-based) • Clubs • Out-of-school time • Satellite offices • All in 4 Youth • Youth Development Mentoring • Community partners 	<ol style="list-style-type: none"> 1. Enhance the capacity of the agency to respond proactively to the range of needs of individual children, youth as well as families and communities served. 2. Enhance the capacity of Out-of-School Time supports (e.g. Clubs) to meet the interests and needs of the diversity of children, youth and families served. 3. Enhance the capacity of mentoring programs to better serve waitlisted kids and existing matches (e.g. use of technology; Alumni supports). 4. With All in 4 Youth Partners, develop, implement, and evaluate evidence-based strategies and supports for children 	<ol style="list-style-type: none"> 11) We want, need to stay relevant; we need to attend to compelling youth needs (e.g. youth employment; newcomer and Indigenous children, youth, and families) 12) We need to identify and develop any additional required supports for natural and peer mentors. 13) Changing the service delivery model does not necessarily lead to enhanced services for pressing family needs (e.g. boys; Indigenous and immigrant children / youth). We need more purposeful targeted innovative strategies to enhance natural and relational-based supports, including: <ol style="list-style-type: none"> a) Serving Indigenous Child and Youth Strategy ("nothing for me without me") b) Serving Newcomer Child and Youth Strategy 					

	<p>and youth (i.e. in participating elementary, junior high and high schools).</p> <p>5. With provincial partners, refine the Youth Development Framework based upon results and shared learning across partners' program prototypes, program designs and evaluation results.</p> <p>6. Create and begin to implement a youth leadership / youth development framework and plan that reflect healthy youth development research and theory, identified priorities by youth across BGCBIGS and partner programs (e.g. employability), as well as current environmental pressures (e.g. youth unemployment rates).</p> <p>7. Undertake prototyping processes to explore innovative models and approaches for feasibility, desirability, and affordability.</p>	<p>c) Serving Boys Strategy d) Serving Girls Strategy</p> <p>These strategies must address implications for Club and mentoring programming.</p> <p>14) Resources will need to be reallocated given shifts within, across Edmonton neighborhoods (e.g. to SW Edmonton) We will also need to work with key partners (e.g. City of Edmonton) to assess the implications of changes across Edmonton neighborhoods (e.g. community mapping of resources / assets and family needs).</p> <p>15) We need to keep learning with rural mentoring partners to determine the most effective and sustainable rural programming models.</p> <p>16) Strong Clubs: Clubs need to tell the story of impact, including sharing stories that demonstrate a community-building role</p> <p>17) Clubs need to develop new program delivery strategies for children with complex needs.</p>					
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		<p>18) Clubs need to collect more consistent and robust data on families served (e.g. income; cultural background; single parent; family size, etc.) to share accurate pictures of their programming context with funders</p> <p>.</p> <p>19) BGCBigs will implement the youth employment strategy including:</p> <ul style="list-style-type: none">a) Leveraging community volunteers to assist BGCBigs in the development of youth talent; it will do this through a pipeline of integrated services that support <i>opportunity youth</i> aged 12-18+ (i.e. youth at risk of not graduating high school who could benefit from a better understanding of their strengths, and how to use them to when facing challenging situations).b) Working with partners and career mentors to assist youth in building skills to be job ready, broaden their understanding of opportunities and careers, and help them attain their						
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		<p>first job on their path to future success.</p> <p>c) Working with schools, employers, program partners and post-secondary institutions to complement their efforts (e.g. school work experience options, job placement options, volunteering, etc.) by linking youth to career mentors and corporate mentors. BGCBig will concurrently support youth in leadership development programs to identify and develop their leadership strengths.</p> <p>d) Working with Communications to implement an aggressive marketing and communications campaign to attract volunteers as career mentors, and youth as participants.</p> <p>20) Partners could be leveraged further in existing programs (e.g. TFC youth workers utilized as mentors)</p>					
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STRATEGIC DIRECTION II: ENGAGING THE CONTRIBUTIONS OF CITIZENS

STRATEGIC GOAL #2	STRATEGIC OBJECTIVES	IMPLICATIONS FOR MOVING FORWARD	ACTIVITES	KEY RESOURCES	TIMELINE	LEAD POSITION	OUTCOME MEASURES
<p>Individual and corporate citizens are engaged in supporting children, youth, families, and communities.</p>	<p>2.6 Undertake research to better understand volunteer attraction, recruitment, and retention patterns. 2.7 Develop and implement a volunteer management strategy that effectively targets, recruits, and retains volunteers across the diversity of agency volunteer roles. 2.8 Develop and implement strategies to engage the voices of youth, families, and volunteers for strategic agency decision-making. This work ensures that the voices of these citizens (who also happen to be program participants) regularly inform agency decision-</p>	<p>6) Volunteer recruitment to attract / retain Millennial volunteers a priority; development of a strategy 7) Youth volunteer recruitment – strategy tailored for the youth market (vs. adult market) to attract in-school and peer mentors 8) Review / assessment of screening requirements for supervised programming versus 1/1 mentoring. 9) Development of a natural mentoring recruitment approach / strategy. 10) Expansion of services – understanding and defining relevant volunteer roles, and development of timely, targeted marketing and communications strategies a) Youth Employment b) Peer mentoring c) Natural mentoring</p>					

	<p>making (e.g. processes to advise on governance, policy and / or practice).</p> <p>2.9 Develop and implement a corporate engagement strategy that supports the youth development and leadership strategy (E.g. employability supports).</p> <p>2.10 Update our network of interested stakeholders (e.g. individual and corporate volunteers, Alumni, donors, partners, etc.) on the evolving needs of children, youth and families, and agency opportunities to engage and support them.</p>						
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STRATEGIC DIRECTION III: LEADING THROUGH INNOVATION AND COLLABORATION

STRATEGIC GOAL #3	STRATEGIC OBJECTIVES	IMPLICATIONS FOR MOVING FORWARD	ACTIVITIES	KEY RESOURCES	TIMEINE	LEAD POSITION	OUTCOME MEASURES
<p>BGCBigs leads through sharing strategic foresight and collaborations in enhanced program quality and service innovations.</p>	<p>3.1. Work with National Organizations to help shape strategic frameworks that guide our collective work together (e.g. Strategic Directions and Plans; Research and Evaluation; Program Quality and Innovation; Marketing and Fund Development, etc.).</p> <p>3.2. Continue to provide leadership and support in city, provincial and national collaborations, as well as advocacy initiatives, to enhance the well-being of children, youth and families and the effectiveness of the organizations that support them.</p>	<p>3) SW Edmonton represents an opportunity as an intermediate step to learn with partners and stakeholders (e.g. school boards, funders, wrap-around service partners). We can work with them in prototyping new products, learning to scale, geographic expansion, etc. We can try some things here to identify “no regret moves”.</p> <p>4) Areas for innovation prototyping include:</p> <ul style="list-style-type: none"> a) New flexible approaches to volunteer screening for supervised roles b) More intentional and / or expanded use of natural and peer mentors c) A “Third Way” for Clubs <ul style="list-style-type: none"> i) Working with indigenous families and stakeholders to develop or refine respectful models with cultural relevance ii) Working with immigrant families and stakeholders to develop or refine 					

		respectful models with cultural relevance iii) Working with immigrant groups to help provide backbone supports for after-school programming					
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STRATEGIC DIRECTION IV: BUILDING A NIMBLE, RESILIENT ORGANIZATION

STRATEGIC GOAL #4	STRATEGIC OBJECTIVES	IMPLICATIONS FOR MOVING FORWARD	ACTIVITIES	KEY RESOURCES	TIMELINE	LEAD POSITION	OUTCOME MEASURES
<p>BGCBig builds and maintains a resilient organization equipped to adapt to changing opportunities and challenges.</p>	<p>4.8 Develop and implement a strategic research and evaluation framework for all agency functions (i.e. service delivery and corporate services). Implementation is embedded in relevant roles of all employee job descriptions.</p> <p>4.9 Develop and implement a Board Governance strategy for collaborative community capacity development (e.g. tours, Board to Board discussions).</p> <p>4.10 Develop and implement an HR strategy that recruits, trains, develops, and retains an effective staff complement (i.e. front-line, supervisors, managers, directors). This staff complement also reflects the community it serves and performs well in the emerging</p>	<p>5) Ongoing strategic thinking helps us understand, respond to emerging changes</p> <p>6) Our strategic thinking needs to be linked to changes at the National level; we need to explore options that are relevant to changes within the Alberta delivery context and our long-term interests.</p> <p>7) Technology is creating new opportunities for efficiency and effectiveness. BGCBig needs to review its current system configuration to understand how to be positioned for the “next big leap forward”. This includes:</p> <ul style="list-style-type: none"> a) A review of manual systems to determine what could be better supported by technology b) How we could better use virtual supports to bring people together (e.g. meetings) c) How we could use virtual connects for volunteer recruitment or support (e.g. real-time chat lines) 					

	<p>environmental context (e.g. data-driven).</p> <p>4.11 Ensure that the agency has integrated, up-to-date strategies and plans for information systems and communications technology (i.e. tools, devices, and systems) that enable it to support a breadth of users and user needs to be a data driven organization.</p> <p>4.12 Develop and implement a comprehensive fund development strategy that diversifies the funding base and engages citizens and sectors in relevant roles and partnerships (e.g. different orders of government and nonprofits for collective impact; corporate partners and third party events; satellite community supports for local offices; citizen donors and endowment funds, donors are able to see and interact children,</p>	<p>8) Strong Clubs:</p> <ul style="list-style-type: none"> a) Recognition as a leading organization: BGCBig will use strong relationships with local media to support national brand awareness campaigns b) Exemplary leadership: CEO/ED recruitment for diversity, succession, development of young leaders. Boards and staff will become stronger through training and development. c) BGCBig needs to pursue dialogues with funders on Club sustainability pressures, given the needs of children served and inequitable GOA policy impacts on poor families. 					
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	<p>youth, families and mentors, etc.) so that we gain a positive reputation for how we treat our donors; as well as work with both National Organizations on an integrated/coordinated approach to fund development.</p> <p>4.13 Develop integrated marketing and communications strategies across BGCBigs programs, initiatives and partnerships that reflect emerging organizational and partner directions and priorities (E.g. implications of national strategic directions for branding; requirements for local collaborative partnerships; corporate partnerships in youth development).</p> <p>4.14 Ensure that financial systems, protocols, and practices are equipped to support the work of the agency and community partners.</p>						
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STRATEGIC DIRECTION V: ADVANCING OUR RELATIONSHIPS LOCALLY, REGIONALLY AND NATIONALLY

STRATEGIC GOAL #5	STRATEGIC OBJECTIVES	IMPLICATIONS FOR MOVING FORWARD	ACTIVITIES	KEY RESOURCES	TIMELINE	LEAD POSITON	OUTCOME MEASURES
<p>Our efforts to assist Rural and remote Alberta will focus on deepening our relationships and service delivery in existing markets and building on our Local, Regional (AMP) and National (BGCC and BBBSC) partnerships to support this.</p>	<p>5.1 Work with the newly established AMP Rural & Remote Alberta Committee.</p> <p>5.2 Explore with other BBBS and BGC agencies where there maybe opportunities for shared services work between the agencies, increasing collaboration, funds, and provincial reach.</p> <p>5.3 For Edmonton to determine the needs of its current Satellite offices and what our role should be in going forward.</p>	<p>3) We need to engage funders in this integration learning journey; funders think about their piece, but efficiencies exist when thinking like a system: locally, regionally, provincially, and nationally.</p> <p>a) BGCBigs should work with AMP and GOA ministries to help leaders understand regional opportunities for improved collective outcomes through cross-ministry collaboration and resource pooling.</p> <p>b) BGCBigs should work with AMP ad provincial partners to maintain funding levels and bring in additional provincial mentoring leaders.</p> <p>c) BGCBigs should to work with national BGCBC partners to understand the best approaches to regional expansion (e.g. consolidation, takeover, scale up, orchestrate vs. deliver, etc.)</p> <p>d) BGCBigs should work in coordination with BBBSC and BGCC to increase funding for program supports for diverse groups (e.g. indigenous</p>					

		<p>communities, immigrant communities</p> <p>4) Clubs Strong Voice Vision: BGCBigs will continue to demonstrate quality services, and remain a respected voice in the communities it serves:</p> <ul style="list-style-type: none">a) As an advocate at local, provincial, and regional tablesb) Operating within a fair regulatory and legislative environmentc) As a leader on federal advocacy on behalf of children and youthd) As a quality service provider with great impact					
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