

FIVE-YEAR STRATEGIC PLAN



Big Brothers
Big Sisters

OF NORTH BAY AND DISTRICT

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ACKNOWLEDGMENTS



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This strategic planning initiative was made possible by the funding received from the Ontario Trillium Foundation.



The strategic planning process was guided by Karen Jones Consulting Inc. and received strong engagement and support from the Big Brothers Big Sisters North Bay and District Board of Directors and staff. The strategic framework is a reflection of the thoughtful input and insightful recommendations of those who dedicated their time and effort to this initiative.

MESSAGE FROM THE EXECUTIVE DIRECTOR

We are grateful to the Ontario Trillium Foundation for the generous financial support which made our Strategic Plan possible. We thank Karen Jones Consulting Inc. for their thoughtful facilitation, development and design.

Optimistically we emerge from the COVID-19 pandemic with a new appreciation for community engagement. We plan to focus on a hybrid approach to communication which engages our demographic in both in-person and virtual platforms.

As always, effective communication is key to properly disseminating our message to stakeholders, funders, and the general public. However, communication is changing and we must keep up the pace. We look forward to embracing modern ideas which were generated by this strategic planning process.

The success of our programs and services is driven by the care, concern and support of our community. Our efforts are concentrated on the health and welfare of our most vulnerable children and youth, whose potential is limited only by their imagination. Together we can help them imagine a future free of barriers and full of accomplishments.

We look forward to the next five years of collaboration within our organization and community. May we each find peace and personal fulfillment while reaching out to help others find their path to success.

- Darlene Jamieson, Executive Director



Executive Director Darlene Jamieson and President Mike Bissett at the 2018 Big Brothers Big Sisters Christmas party, having their cake and eating it too! The Annual event is hosted at the Capitol Centre and features a full catered turkey dinner, gifts and a holiday movie. The party is the highlight of our year and serves as a way to make life long memories for the children and to show appreciation for our volunteers. Sponsors and donors make this possible through their generous support.

CURRENT BOARD 2021-2022

Name	Board Position	Community Involvement
Mike Bissett	President	Canadian Life
Kate Griese	Vice President	Project Management
Sue Djordjevic	Secretary	North Bay Hydro
Julia Tignanelli	Treasurer	Canadore College
James Bissonnette	Rev Development Chair	CEO Evergreen Landscaping
Dean Decoste	Rev Development Chair	Ferris Home Hardware, Owner
Cody Belanger	Director	Rogers Radio
Steve Austin	Director	The Mortgage Centre, Owner

BACKGROUND

Established in 1976, Big Brothers Big Sisters of North Bay and District is a registered non-profit organization dedicated to providing programs and supports to children and youth in North Bay and the Nipissing District. The organization operates as an independent agency under the umbrella of the Big Brothers Big Sisters of Canada national organization.

Vision

All young people realize their full potential.

Mission

To enable life-changing mentoring relationships to ignite the power and potential of young people.

Who do we serve?

Young people who face adversity AND are in need of an additional consistent and supportive Developmental Relationship.

How do we ignite potential?

We establish an environment that fosters the ability for mentors and mentees to build a Developmental Relationship by:

- >> Intentionally recruiting based on the needs of a community's young people
- >> Matching young people with a professionally screened volunteer mentor
- >> Monitoring and supporting that match with a professional caseworker
- >> Training and supporting the mentor, the mentee and the family
- >> Building a Developmental Relationship between the mentor and the mentee that:
 - >> Expresses care
 - >> Challenges growth
 - >> Provides support
 - >> Shares power
- >> Graduating the match relationship toward natural support



What is the impact?

Young people graduate our programs with measurable outcomes:

Social Emotional Competence

- >> Expresses care
- >> Challenges growth
- >> Provides support
- >> Shares power

Mental Health and Wellbeing

- >> Positive identity
- >> Mental wellness
- >> Social inclusion and empowerment

Educational Engagement and Employment Readiness

- >> School connections
- >> Commitment to learning
- >> Enhanced constructive use of time



Core Values

Positive

We believe the healthy development of every child/youth is enhanced by positive, nurturing, mentoring relationships.

Safe

We believe in working with others to promote healthy and safe environments for children and youth.

Collaborative

We believe that collaboration between staff and volunteers in service delivery is our strength.

Excellence

We believe that all BBBSNBD programs must maintain the highest standards to ensure positive outcome for children/youth and their families.

Inclusive

We believe that we must reflect the diversity of the communities we serve.

STRATEGIC PLANNING PROCESS

The Big Brothers Big Sisters North Bay and District Strategic Plan serves as a roadmap to guide the organization in achieving sustainable growth over the next five years. The plan identifies priorities in core areas of focus that align with the Big Brothers Big Sisters mission, values and goals.

The planning process for the development of the Strategic Plan included gathering valuable input from Board Members and Staff that assisted with identifying organizational strengths, opportunities, challenges and key priorities. Data derived from the engagement sessions has been included in the internal and external analysis and supported the development of the actions outlined in this plan.

Secondary research consisting of an online review of other Big Brothers Big Sisters organizations across Ontario provided insight into best practices and standards related to areas of programming, revenue generation, volunteers, marketing, leadership and diversity.



BEST PRACTICE REVIEW

Online reviews of other organizations assisted with identifying best practices and relevant potential opportunities for Big Brothers Big Sisters of North Bay and District to capitalize on for future implementation.

- >> Big Brothers Big Sisters London and Area
- >> Big Brothers Big Sisters Greater Sudbury
- >> Big Brothers Big Sisters Chatham Kent
- >> Big Brothers Big Sisters Toronto
- >> Big Brothers Big Sisters Guelph

Best Practices: Programs

While core mentoring programs are offered by all of the organizations reviewed, Big Brothers Big Sisters of North Bay and District is unique in its active role in areas of employment, training, education, career support and housing support.

Opportunities and best practices include:

- >> Supportive and inclusive language and programming for Indigenous and 2SLGBTQ+ youth
- >> Gender/health/anti-violence/bullying programs and workshops
- >> Programs activities focused on nature, wildlife, outdoors, etc.
- >> Activities for children/youth on the wait list for mentors (such as the Big Brunch)
- >> Couples mentoring and grandparent mentoring opportunities

Best Practices: Revenue, Fundraising and Donor Recognition

Revenue is generated primarily through fundraising activities, programs and events. Available types of donations and giving are similar across all organizations reviewed:

- >> Corporate and individual donation opportunities
- >> Event hosting
- >> Tribute and memorial gifts
- >> Planned and legacy giving
- >> Gifts of shares and securities
- >> In-kind donations
- >> Matching gifts and employment engagement programs
- >> Sponsorships for programs and events

CanadaHelps is predominantly used to secure online donations, with one organization utilizing Simplyk which does not charge fees. Corporate and organization donors are recognized on websites, but not individual donors.

Opportunities and best practices include:

- >> Promote charitable tax receipts given for donations
- >> Include most recent annual report on website to provide transparency and showcase achievements
- >> Establish an online shop selling branded apparel and items (hats, shirts, bags, mugs, keychains and other branded items aligned with values/mission)





Best Practices: Volunteer Recruitment and Recognition

Volunteers are integral to mentoring, fundraising and other activities for Big Brothers Big Sisters organizations.

Opportunities and best practices include:

- >> Highlight and promote non-mentoring opportunities
- >> Indicate types of mentoring volunteer roles and time commitments
- >> Develop an information volunteer package in a PDF format that can be downloaded from the website
- >> Work with local high school to recruit student volunteers for events, agency greeters, support at information sessions while allowing them to gain volunteer hour credits
- >> Creating a volunteer recognition page on website that spotlights mentors, etc.

Best Practices: Marketing and Promotion

Websites and social media platforms are widely used to promote programs, events, activities, and volunteer and funding initiatives.

Opportunities and best practices include:

- >> Use of videos to promote mentorship opportunities, programs, mentor testimonials, events, etc.
- >> Promote stories, personalization and testimonials to web and social
- >> Showcasing statistics such as matches made, youth served, volunteers participated
- >> Alumni page on website
- >> Internal and external newsletters
- >> Use of social networks – Facebook, Instagram, Twitter, LinkedIn, YouTube for videos

The TiKToK social media platform is not being used despite alignment with both mentor and mentee age demographics. As more individuals over 30 years old are utilizing the platform this could become a powerful social media tool to increase awareness of volunteer and mentoring opportunities.

Best Practices: Leadership and Diversity

Establishing a safe, inclusive environment to meet the needs of its diverse community is a hallmark of all Big Brothers Big Sister organizations.

Opportunities and best practices include:

- >> Establish a volunteer Young Leader non-voting board member or committee to represent and provide perspective from youth (older teen/young adult)
- >> Incorporate inclusive language into marketing and communication and forms (diversity and inclusion statement, 2SLGBTQ+, culture, disabilities, pronoun choice identification options on forms, etc.)
- >> Translate content into French where applicable

INTERNAL & EXTERNAL ANALYSIS



Strengths

- Well-known organization with a recognized brand
- Diversity of programs that have an impact on children, youth and families
- Executive Director's experience and long history with the organization
- Ability to offer additional non-mandated programs to fill program gaps in rural Northern Ontario
- Committed Board with diverse range of experience
- Positive relationship between Board and staff
- Dedicated and loyal staff members
- 100% rating from national office for financial diversity (fundraising, donations, events, grants)
- High retention of mentors, volunteers and Board members
- Strong relationships and partnerships with community, businesses and other organizations
- Successful implementation of online/digital fundraising initiatives



Challenges

- Recruitment of Big Brothers
- Waiting list of Littles for mentorship
- Volunteer applicant's misperception of requirements, benefits, potential risks, etc.
- COVID-19 restrictions impacting in-person events, activities and recruitment efforts
- Lack of funding to implement new brand
- Limited internal growth opportunities for staff within organization



Opportunities

- Create new signage and update old signage with new logo and brand
- Expand Northgate Shopping Centre storefront to increase organization awareness, host events and increase recruitment efforts
- Develop a sponsorship package for programs and events
- Create a fundraising strategy to guide revenue generation efforts
- Adopt mobile/e-commerce payment system for events for credit and debit card processing
- Increase internal capacity to assist with marketing, communications and public relations
- Explore new revenue generation opportunities such as an online e-commerce store
- Develop and implement a volunteer recruitment campaign to expand volunteer base



Threats

- COVID-19 Pandemic
- Economy
- Change in government impacting grants and funding opportunities
- Unable to access core funding from social service organizations to assist with mentoring programming like many other BBBS organizations. United Way is lacking in reach and impact within the Nipissing District



PRIORITY AREAS



Increase Our Impact



Amplify Our Voice



Enhance Our Sustainability



Strengthen Our Leadership

ACTION PLAN



INCREASE OUR IMPACT

Goal: Increase mentor matches and reduce placement wait times by promoting and facilitating mentor recruitment.

- 1. Review the mentor application package and further streamline the process where applicable.**
 - a. Explore opportunities to provide hands-on assistance with filling in forms for potential mentors through phone calls and in-person visits.
 - b. Develop a follow-up process for connecting with individuals via email or phone who have made inquiries and/or have not fully completed the application process.
 - c. Develop a mentorship information package in a PDF format that outlines different opportunities, time commitments, responsibilities and expectations that can be downloaded from the website.
 - d. Establish a volunteer web page accessible by a main navigation link to highlight and bring attention to mentoring opportunities. Include existing online application form and staff contact email as well as link to mentorship information PDF.

- 2. Develop a recruitment campaign to connect with potential male mentors.**
 - a. Develop marketing content and messaging that resonates with male mentors. Showcase opportunities to audiences where alignment might already exist such as teachers, coaches, university and college graduates, etc.
 - b. Promote opportunities online, at sporting events, and recruit partners to help distribute campaign messaging.
 - c. Consider developing programs for non-traditional mentor opportunities such as couples, seniors, and grandparent mentorships.
 - d. Utilize social media platforms including TikTok to promote volunteer opportunities and connect with male audience groups.





Goal: Continue to enhance programs and service delivery to create a diverse, welcoming and safe environment for program participants and volunteers.

- 1. Review programs and services to ensure they incorporate inclusivity and equality, eliminate barriers, support access and allow for meaningful participation by all.**
 - a. Ensure processes and programs are supportive and inclusive for a diverse range of participants including Indigenous, 2SLGBTQ+, Francophone, multi-cultural, and persons with disabilities.
 - b. Highlight program enrolment and eligibility on the website so that it is easily accessible through a top navigation link. Create a checklist or FAQ with information to help assist enrolment into programs.
- 2. Assess marketing materials, forms, and other communications for opportunities to ensure content and images are reflective and inclusive of the organization and its diverse community.**
 - a. Update content on forms to include pronoun options to ensure correct form of address is used.
 - b. Develop an organizational inclusion statement based on principles of inclusion such as access, participation and support.



Goal: Continue to develop additional programs that meet the needs of the District's Big Brothers Big Sisters community.

- 1. Explore opportunities to develop additional workshops and activities that align with organizational mission and goals.**
 - a. Offer workshops and activities throughout the year on topics of interest or that impact children and youth. Topics that could be explored include gender, health, self-esteem, anti-violence and bullying, nature, environment, and outdoors. Programs can be offered to the internal community and provide a way to include those on mentor wait lists or can be offered to the community with registration and fees.
 - b. Identify partnerships with community organizations or businesses that are aligned with the Big Brothers Big Sisters mission and values to help facilitate and develop workshops and offer activities based on subject matter or provision of support (CAS, Hands, Horse Ability, Service Clubs, Indigenous organizations, 2SLGBTQ+ organizations, etc.).
- 2. Collaborate on and participate in regional, provincial and national Big Brothers Big Sisters initiatives that align with Northern Ontario community needs.**
 - a. Continue to work with community organizations to create synergies to fill program gaps in rural Northern Ontario (YMCA, Boys and Girls Club).
 - b. Continue to build partnerships with Indigenous communities and service organizations to develop programs and supports that align with the needs of Indigenous children, youth and families.





AMPLIFY OUR VOICE

Goal: Expand awareness of the organization, programs and opportunities for support and involvement within the community.

- 1. Conduct a review and update the existing marketing plan to identify new platforms, determine audiences, create messaging, develop campaigns, explore best bet tactics and establish metrics to measure success.**
 - a. Explore funding opportunities to help offset costs of retaining a third-party consultant to facilitate the development of a comprehensive marketing plan that considers traditional and digital strategies.

- 2. Continue to foster relationships with partners to promote programs and recruit volunteers.**
 - a. Continue to utilize the space at the Northgate Shopping Centre and identify opportunities to improve location and usage.
 - b. Continue to partner with post-secondary institutions to set up informational booths for promotion and recruitment efforts.
 - c. Identify additional opportunities (in-person and virtual) to set up informational booths at local events and activities that align with target audiences.
 - d. Identify local non-profit organizations and community businesses that BBBS can partner with to host events and programs to increase awareness and give back to volunteers.

- 3. Continue to develop relationships with local media and identify opportunities to promote the organization.**
 - a. Continue to develop and distribute press releases to showcase programs, events, significant milestones and partnership announcements.
 - b. Position the organization as an expert in relationship development through regular (monthly) TV, print and/or radio segments to discuss trends, concerns, issues, and positive impacts programming is having on youth. Utilize this segment as a tool to recruit and promote mentorship opportunities.

- 4. Raise awareness about the direct impact of mentoring through sharing of metrics and benchmarks for programs.**
 - a. In a creative and inspiring way showcase achievements, highlight qualitative data (testimonials and personal stories) and share statistical results (number of matches made, number of volunteers, etc.) through digital and traditional marketing efforts.





Goal: Increase internal capacity to assist with public relations, marketing and communication efforts.

- 1. Review opportunities to hire an individual to assist with marketing, communications and public relations.**
 - a. Explore provincial and federal funding opportunities such as the NOHFC Internship Program and FedNor Youth Internship Program to help offset costs associated with building internal capacity. Consideration should also be given to local hiring incentives such as the Alumni Hiring Program offered through Canadore College to assist in hiring recent graduates.
- 2. Determine opportunities to outsource the development of promotional materials and marketing collateral.**
 - a. Explore potential sponsorship opportunities with third-party businesses to provide marketing support services for programs, fundraising and events.



Goal: Streamline marketing and promotional efforts and implement brand consistently to continue to strengthen market presence.

- 1. Adopt technology and establish processes to streamline communication methods and track engagement.**
 - a. Utilize software programs such as Mailchimp to distribute newsletters. Create benchmarks and measure success through reporting and tracking features. Adapt content as needed based on identified interests and interactions.
 - b. Monitor social media engagement and interactions to determine most popular platforms. Consider adapting approach or eliminating use of platforms with low engagement (e.g. Twitter).
 - c. Increase use of video content and video campaigns where appropriate to connect with target audiences. Consider establishing a TikTok account to promote organization and reach varied audience groups.
 - d. Create an editorial calendar to assist with content creation and social media posts and scheduling. Batch content to create efficiencies when possible.
- 2. Integrate the new brand through all marketing and communication channels.**
 - a. Update exterior signage, booth materials and all promotional materials to include the new logo and ensure brand consistency.





ENHANCE OUR SUSTAINABILITY

Goal: Increase revenue generation through fundraising initiatives, donations and sponsorship.

- 1. Create a fundraising strategy to guide fundraising efforts, sponsorship and donor campaigns.**
 - a. Develop a fundraising strategy that outlines goals, actions, roles/responsibilities, timelines and metrics for success. Consider tactics such as annual giving and major gift campaigns.
 - b. Establish and build relationships with major donors and corporations.
 - c. Explore partnerships with local life insurance providers to assist with promoting legacy giving opportunities.
- 2. Develop a sponsorship package for programs and events.**
 - a. Create a sponsorship package that outlines opportunities, sponsorship benefits and recruitment tactics. Outline recognition process for different types of sponsorships.
 - b. Identify and approach additional potential corporate sponsors.
- 3. Identify funding partnerships, grants and programs with organizations that are aligned with the Big Brothers Big Sisters mission and values and support its programs and objectives.**
 - a. Continue to explore funding opportunities with organizations and businesses such as United Way, North Bay and Area Community Foundation, Ontario Ministry of Education, Employment and Social Development Canada, Canada Post Community Foundation, Shoppers Drug Mart Life Foundation, Banks, etc.
- 4. Develop a donor recognition strategy for individual and corporate donors.**
 - a. Identify ways to appropriately recognize individual and corporate donors to help inspire others to donate (website highlight, newsletter promotion, recognition events etc.).





Goal: Diversify revenue generation through activities and efforts outside of fundraising and donations.

- 1. Explore opportunities to sell branded products online and at the mall location.**
 - a. Establish a budget and identify resources required to support product development, marketing and promotional tactics and sales.
 - b. Identify types of products to offer such as apparel, hats, drinkware, bags, as well as popular seasonal items. Opportunity exists to be creative with messaging and designs, however, the logo should be included on all items.
 - c. Partner with a local promotional products company to develop items and explore options to manage store internally or outsource management.
 - d. Explore opportunities to partner with other businesses to offer local items or create brand label products. It is important to ensure that all products align with the organizations core values.
- 2. Modernize banking, donation and payment processes to increase capacity, convenience and streamline efforts.**
 - a. Continue to explore opportunities with banks and non-traditional banks to obtain a corporate credit card.
 - b. Utilize mobile payment solutions such as Square to collect payments and donations at events.
 - c. Consider establishing a PayPal account to facilitate future online payments related to e-commerce store.
 - d. Continue utilizing CanadaHelps for online donations and charitable tax receipts for donors.



Goal: Strengthen volunteer recruitment efforts and develop a network of active, engaged volunteers to provide support with mentoring and non-mentoring programs and initiatives.

- 1. Create a volunteer recruitment and retention strategy to assist with succession planning efforts and to avoid volunteer burn-out.**
 - a. Conduct an internal review of the current volunteer base, assess internal resources to determine volunteer needs, and outline areas of support (presenting workshops, fundraising, events, mentoring etc.) to further guide volunteer recruitment efforts.
 - b. Identify appropriate marketing and communication tools to help support volunteer recruitment activities.
 - c. Establish a volunteer recognition plan and identify tactics and activities to communicate appreciation for support, facilitate ongoing engagement and encourage recruitment.
 - d. Collaborate with secondary and post-secondary partners to identify volunteer hour and experiential learning opportunities for students.





STRENGTHEN OUR LEADERSHIP

Goal: Focus on continuing to build organizational capacity to effectively meet client needs.

- 1. Conduct an internal organizational structure review to identify current and future staffing and resources needs.**
 - a. Identify positions, roles, responsibilities and skill sets needed for key positions within the organization.
 - b. Review opportunities to develop a Program Director position to support the Executive Director with day-to-day operations. This position can also be included as part of a succession plan for the Executive Director.
- 2. Develop a professional development training plan to prioritize professional development needs for staff.**
 - a. Identify program-based and other funding opportunities to help support training initiatives for Board members and staff.
 - b. Explore partnership opportunities with other organizations to co-host training sessions on topics of interest such as cultural awareness, diversity and inclusion etc.



Goal: Continue to take an active leadership role within the community in relation to youth and family programming.

- 1. Continue to foster strong working relationships with relevant organizations to deliver programming and supports to target markets.**
 - a. Promote committee involvement opportunities to staff to provide organization and program information where relevant.
 - b. Continue to collaborate with community organizations to identify synergies, program development and implementation efforts and funding opportunities.



Goal: Continue to provide strong leadership through good governance, diversity, equity, accountability and transparency.

- 1. Conduct a review of the current board structure to identify any current or future gaps to assist with succession planning.**
 - a. Develop a board recruitment package to assist with board member recruitment efforts.
 - b. Consider expanding board structure or establishing non-voting advisory committees to include youth, Indigenous and Francophone representatives.
- 2. Foster ongoing communication with internal and external stakeholders and partners through newsletters, annual reports and other communication tools.**
 - a. Upload most recent annual reports on website to showcase success and showcase adherence to accountability, transparency, and financial stewardship.





Big Brothers Big Sisters

OF NORTH BAY AND DISTRICT

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