

IGNITE THE POWER AND POTENTIAL OF YOUNG PEOPLE

2020-2024
STRATEGIC PLAN



Big Brothers
Big Sisters
OF REGINA AND AREA




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MESSAGE FROM THE EXECUTIVE DIRECTOR

DOMINIKA KRZEMINSKA
- EXECUTIVE DIRECTOR



I am excited to have joined Big Brothers Big Sisters of Regina and Area at the end of 2020 - the first year of this strategic plan and the eve of the organization's 50th anniversary year. After having developed a mentorship program for non-profit housing professionals in a national based organization, I am happy to be back in Regina and look forward to jumping deeper into the world of mentoring at a community level to support young people in realizing their full potential - especially in and after these uncertain times brought about by the COVID-19 pandemic.

Our agency went through a few years of transition. We introduced new executive leadership, new service delivery leadership, new Board members joined as terms came to an end, and BBBS of Canada introduced a new Mission, Vision, and Theory of Change. These changes have brought on reflection and future planning.

2020 has brought its own unique challenges due to the pandemic. This has created the need for BBBS to pivot, reevaluate how we approach our operations, and carefully plan our financial projections for upcoming fiscal years to brace for potential economic impacts.

I am happy to say that BBBS is in a good place. We are confident that our strategic plan reflects the adversities that may come with a challenging economy. We are positive that we will continue to strengthen support for young people facing adversity, even in the face of our own pandemic-related adversities.

Our staff and Board are confident that the future of BBBS is strong, and the following strategic plan is going to provide even more positive impact for the young people we serve.

I thank you for your support and invite you to come on this journey with us to help young people realize their potential through the power of mentoring.

A handwritten signature in black ink, appearing to read 'Dominika Krzeminska'.

Dominika Krzeminska, Executive Director

MESSAGE FROM THE BOARD CHAIR

BETH WOZNIAK

- BOARD CHAIR



Dear friends,

On behalf of the Board of Directors, we are pleased to present a new 5-year strategic plan for Big Brothers Big Sisters of Regina and Area. This plan is reflective of our refreshed strategy, mission, vision, and theory of change. These are the pillars that will drive our success for the next five years. As we look ahead to our upcoming fiscal year and beyond, the Board has embraced the opportunity to begin the next chapter.

We look forward to expanding our impact as we maintain and foster new relationships with key stakeholders and community services. Our refocused plan will allow us to continue providing meaningful mentorship connections to the youth in our communities.

Our success has been the result of hard working and committed staff, volunteers, and stakeholders that have generated the impact on our community. Our work would not be possible without the generosity of our corporate partners, sponsors and donors. 2020 has been a year of transition and perseverance as a result of the unforeseen circumstances of the COVID-19 pandemic. Although these events have created a few more obstacles to overcome, we believe that our refreshed strategic plan will provide us with the building blocks to succeed.

Thank you to every young person, mentor, family member, volunteer, agency staff member, community partner, corporate sponsors and donors who have made it possible for Big Brothers Big Sisters of Regina and Area to provide invaluable opportunities to ignite the power and potential of the young people in our communities.

A handwritten signature of Beth Wozniak in blue ink, written in a cursive style.

Beth Wozniak, Board Chair

OUR STRATEGIC PLANNING CONTEXT

The Purpose of Big Brothers Big Sisters of Regina & Area:

We exist to enable life-changing mentoring relationships that ignite the power and potential of young people. Young people who face adversity come through our doors every day. We're here to provide them with consistent and supportive development through volunteer mentors.

We are facilitating and building a relationship with intent between the mentor and young person that expresses care, challenges growth, provides support, shares power, and expands possibilities. Mentors teach by example and make an invaluable difference to young people. The goal is for young people to grow into amazing adults, ready to lead our future generations.

Witnessing the transformation of a young person into a confident, concerned and motivated person is a truly remarkable thing. Ushering them into adulthood, seeing them grow into a successful, responsible member of the community and society at large is even more satisfying. Proudly, it's something our staff, volunteers, and partners, work together to make happen every day.

We are Big Brothers Big Sisters and we exist to help young people reach their potential.

The History Big Brothers Big Sisters of Regina & Area:

Since 1971, we have been making a positive difference in the lives of Regina's youth by developing and implementing a wide range of mentoring programs.

For many years, BBBS existed as Big Brothers of Regina and was maintained as a program under YMCA Regina. In the 2010's, BBBS left the YMCA to become its own self-sustaining agency. This freedom came with challenges, but gave us an opportunity to grow. Our financial position grew exponentially over seven short years. This means the amount of children we can serve has grown exponentially. We also evolved from Big Brothers of Regina to become Big Brothers Big Sisters of Regina & Area, serving youth of all gender identities.

Despite the rapid growth of our agency, the demand of mentoring still greatly outweighs our capacity to serve young people.

Throughout this growth period, Big Brothers Big Sisters of Regina & Area merged with Big Brothers Big Sisters of Weyburn and Big Brothers Big Sisters of Moose Jaw. This was done to keep the Weyburn agency running as a satellite of Regina and re-open Moose Jaw's agency as a satellite. By running the satellite agencies through Regina, smaller municipalities are able to offer impactful mentoring without disruption. Specific strategies for Weyburn and Moose Jaw communities have been included in this strategic plan.

Collaboration with YWCA Regina Big Sisters:

While our agency previously existed as Big Brothers under YMCA Regina, YWCA Regina Big Sisters still exists as an invaluable mentoring program. Despite their name, YWCA Big Sisters also serves young people regardless of gender.

Both agencies face the same challenge; the demand of mentoring greatly outweighs our combined capacity to serve young people. Therefore, we both work in close communication and collaboration to ensure that all young people being served are offered the same opportunities. Through provincial and national efforts, we are heading towards increased consistency of service delivery between both agencies. This is being achieved through our "Strategic Capacity" pillar that is outlined in this document.

YWCA Big Sisters' representatives were involved in creation of this strategic plan. And we will continue to collaborate to make sure both agencies are effectively serving youth at the highest capacity and quality possible.

2019 National Strategy, Mission, Vision, and Theory of Change:

Throughout 2018 and 2019, Big Brothers Big Sisters of Canada engaged in extensive consultation with BBBS agencies and stakeholders across the country, including the participation of a Youth Advisory Council. A new strategy was developed that encompasses quality mentoring with deliberate outcomes that can be tracked by agencies across the country. This consistent data will allow agencies across Canada to communicate our unified impact on young people.

OUR MISSION

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



WHO

Young people who **face adversity**

and

Are in need of an additional consistent and supportive **Developmental Relationship**

HOW

Intentionally **recruit** based on needs of the community's young people.

Match young person and professionally **screened** volunteer mentor

Monitor and support match through a professional caseworker

Train and support the mentor, young person, and family

Graduate match relationship towards "natural support"

Build a **Developmental Relationship** between the mentor and young person that:

Expresses Care

Challenges Growth

Provides Support

Shares Power

Expands Possibilities

WHAT

Social emotional competence

- Relationship skills
- Social awareness
- Responsible decision-making
- Self management
- Self awareness

Mental health & wellbeing

- Positive identity
- Mental wellness
- Social inclusion & empowerment

Educational engagement & employment readiness

- School connectedness
- Commitment to learning
- Enhanced constructive use of time



OUR VISION

All young people realize their full potential.

OUR STRATEGY FOR 2020 - 2024

Our Strategic Plan 2020 - 2024 focuses our work, resources, and investments on helping young people reach their potential through quality mentoring programs. The following pillars will guide our efforts for the next five years:

Strengths & Needs Assessment:

Serving those who need it most.

Indigenous & Cultural Focus:

Helping young people reach their potential through cultural connections.

Stakeholder Relationships:

Connecting our communities to our purpose.

Financial Stability:

Enhancing organizational capacity of funding and resources.

Strategic Capacity:

Creating operational efficiencies and enhancements.

STRENGTHS & NEEDS ASSESSMENT

GOAL STATEMENT

Serving those who need it most.

STRATEGIES

1. We will develop an intake process that prioritizes young people facing adversity.
2. We will provide education and training to staff to ensure consistent intake practices
3. We will develop clear understandings of other community services to recommend young people and families to, if their needs do not match the BBBS strengths and needs assessment process
4. We will increase the quality of training and support that young people, mentors, and families receive from our service delivery team throughout the duration of a match
5. We will create collaborative partnerships with organizations which will allow us to increase our impact on those who need additional developmental support
6. We will use data and outcome tracking developed through the "Strategic Capacity" pillar of this strategic plan to understand the needs of young people and families interested in BBBS
7. We will consider and explore the needs of surrounding regions currently not serviced by Big Brothers Big Sisters programming

WHY STRENGTHS & NEEDS ASSESSMENT MATTERS

We know that the demand for our services greatly outweighs our capacity to serve young people through 1-on-1 mentoring. We also understand that strengthening the qualitative support delivered through mentoring is key for young people to reach their potential. Therefore, we will implement a strengths and needs assessment process that provides clarity to who Big Brothers Big Sisters can best serve through our mentoring programs.

This process will be implemented as every day practice for our service delivery team. A strong strengths and needs assessment process will allow us to quickly identify young people and families who are best suited to our programming. We will also recommend other useful community services to those who do not match our programming focus and capacity.

We will be able to gain insight to guide future programming and service delivery decisions by tracking data regarding the needs of the families, young people, and mentors involved. When we identify a high need for the community we serve, we will find ways to adapt our services, strengthen our services, and collaborate with suitable partners when applicable.

This pillar makes sure we are listening to our community and delivering relevant mentoring services to them. By doing this, we are creating stronger support for all young people, families, and mentors who access Big Brothers Big Sisters.

INDIGENOUS & CULTURAL FOCUS

GOAL STATEMENT

Helping young people reach their potential through cultural connections.

STRATEGIES

1. We will expand our cultural engagement and partnerships in the community. Developing relationships with Indigenous advocates, stakeholders, liaisons, and elders
2. We will adapt our service delivery practices to be compatible with Indigenous communities, with the guidance of Indigenous stakeholders
3. We will provide young people, mentors, and families with increased access to culturally relevant resources, learning opportunities, and experiences.
4. We will invest in Indigenous partnerships in a respectful and culturally appropriate manner
5. We will provide education and training to staff and volunteers to ensure that cultural practices and etiquette are understood
6. We will facilitate group programming that encourages Indigenous mentor recruitment and matching in culturally appropriate settings

WHY AN INDIGENOUS & CULTURAL FOCUS MATTERS

To better serve Indigenous communities, and offer Indigenous learnings to our non-Indigenous young people and mentors, we are committed to the following Truth and Reconciliation Calls to Action:

- Call to Action #7: We call upon [Big Brothers Big Sisters of Regina & Area] to develop alongside Aboriginal groups, a joint strategy to eliminate educational and employment gaps between Aboriginal and non-Aboriginal Canadians.

- Call to Action #92: We call upon [Big Brothers Big Sisters of Regina & Area] to adopt the United Nations Declaration on the Rights of Indigenous Peoples, as a reconciliation framework and to apply its principles, norms, and standards, to corporate policy and core operational activities involving Indigenous peoples and their lands and resources.

Our Indigenous & Cultural Focus emphasizes our commitment to reach communities who can most benefit from our services. It is a commitment to adapt our operations to better fit the cultures and practices of Indigenous communities. This means we must acknowledge that Big Brothers Big Sisters current 1-on-1 mentoring recruitment efforts may not be compatible with specific Indigenous communities.

As a result, we will facilitate group activities that allow potential mentors and potential mentees to match with each other in an organic way. We will also ensure these activities offer Indigenous cultural practices, teachings, and the involvement of Indigenous individuals to deliver meaningful programming.

Big Brothers Big Sisters of Regina & Area acknowledges that we are not internally equipped to lead Indigenous Cultural Activities, so we will work to create meaningful relationships with Indigenous advocates, stakeholders, liaisons, and elders who can deliver programming. Our main roles will be to create and maintain Indigenous community relationships, while creating opportunities for our stakeholders that connect them to Indigenous culture in a personal and meaningful way.

We will also ensure that all Big Brothers Big Sisters staff and volunteers are offered ongoing training that connect them to Indigenous culture. Our efforts should strengthen Big Brothers Big Sisters ability to support mentors and young people in ways that are compatible with Indigenous communities.

By focusing on Indigenous culture, we aim to increase the amount of culturally relevant programming we deliver, increase the amount of cultural support we can provide, increase the amount of Indigenous volunteer mentors, and increase the amount of Indigenous families who believe our service is relevant to their needs.

STAKEHOLDER RELATIONSHIPS

GOAL STATEMENT

Connecting our communities to our purpose.

STRATEGIES

1. We will maintain and strengthen current stakeholder relationships
2. We will create new long-term stakeholder relationships based on alignment of both parties' needs and values
3. We will create relationships that lead to new, stable, and ongoing funding and fundraising opportunities
4. We will create new community partnerships with other non-profit groups that increase support and access to resources for young people, mentors, and families
5. We will develop communications and marketing streams that allow us to effectively communicate—and give a sense of ownership of community impact—to a growing stakeholder base

WHY STAKEHOLDER RELATIONSHIPS MATTER

2019 was a pivotal year for Big Brothers Big Sisters. In Canada, a new Mission, Vision, and Theory of Change was introduced that re-focuses the way BBBS agencies operate across the country. Locally, our agency introduced new leadership to implement and communicate this new National Strategy to stakeholders.

Our leadership and communications team will continue to work with current stakeholders to ensure they understand our Mission, Vision, and Theory of Change. Communication streams will be established so stakeholders can be consistently updated on the progress, successes, and outcomes that are being measured through our National Strategy.

Consistent and efficient communication streams will be key as we expand and create new stakeholder relationships. While our stakeholder base grows, our operations team will need effective ways to communicate to them, give them ownership of the impact they are enabling, and include them in the Big Brothers Big Sisters story.

Being able to clearly communicate our operations, our purpose, and the progress we're making, will increase our ability to create new partnerships. This will directly increase support for young people, mentors, and families.

FINANCIAL STABILITY

GOAL STATEMENT

Enhancing
organizational
capacity of funding
and resources.

STRATEGIES

1. We will maintain and strengthen existing funder relationships
2. We will create new funding relationships based on alignment of both parties' needs and values
3. We will seek multi-year funding opportunities to increase financial stability that align with the multi-year commitments of 1-on-1 mentoring
4. We will increase monthly and annual donor giving in order to increase financial stability
5. We will enhance internal fundraising expertise and capacity in order to maintain fundraising momentum
6. We will establish donor relationships for major gifts and planned giving
7. We will explore broadening our revenue streams to increase financial stability

WHY FINANCIAL STABILITY MATTERS

Financial stability is key to any non-profit organization, and ours is no exception. Finances that we can count on for multiple years are important, as our programming relies on consistent support for matches over a multi-year period. An average match will last between 2 to 3 years before graduating. Therefore, our ability to grow funding on a yearly basis, create multi-year funding relationships, and have consistent fundraising success is needed to provide uninterrupted support to our young people, families, and mentors. Our programs aren't "one-and-done" programs, they require ongoing support to achieve the highest level of outcomes for young people.

2020 has brought its own financial challenges in the form of the COVID-19 pandemic. We are in times of economic uncertainty, and financial stability is more important now than ever before.

We aim to maintain all current funding relationships through strong communication regarding our organizational needs, the community's needs, and our efforts to provide increasingly qualitative mentoring. When growing our funding relationships, we will work to build trust and buy-in with funders so that they are comfortable with multi-year funding agreements when applicable.

We have a need to increase fundraising expertise and capacity. Our goal is to maintain and increase fundraising results, regardless of the economic state. Fundraising is both key to our operational success, and our community awareness. This momentum and buy-in allows us to continually grow, which means our young people will be consistently supported.

STRATEGIC CAPACITY

GOAL STATEMENT

Creating operational efficiencies and enhancements.

STRATEGIES

1. We will develop operational processes that increase the quality and quantity of developmental mentoring relationships
2. We will implement outcome measurement and data tracking in alignment with Big Brothers Big Sisters of Canada's data measurement practices
3. We will seek education and training opportunities for staff and mentors that strengthen the quality of support for young people, mentors, and families
4. We will work collaboratively with other BBBS agencies across Canada to implement consistent processes

WHY STRATEGIC CAPACITY MATTERS

We know that the demand for mentoring greatly outweighs our capacity. This is a challenge that is only being amplified since COVID-19 began to impact our community. Because of this, it's extremely important that we organize our internal capacity in a responsible manner.

We will enhance our service delivery practices to create efficiencies that increase the quality of our services, as well as the quantity of tasks that each employee can handle. This means we will assess all of our service delivery practices regarding intake, matching, monitoring, training and support, and enhance them to better serve our staff, young people, families, and mentors. This will allow us to create a higher impact with the staffing we currently have. As a result, additional staffing growth will have an even higher positive impact on our ability to serve young people.

Work will be done in collaboration with our National agency, as well as other Saskatchewan agencies to strengthen our service delivery practices. This will include the implementation of provincial and national data tracking, which will allow us to convincingly communicate the positive impact young people achieve through Big Brothers Big Sisters mentoring.

Collaborating with the expertise and experiences of other Big Brothers Big Sisters agencies means we will be adopting the strengths of each agency, making us all stronger together.

These enhanced practices and data collection methods will be beneficial to all stakeholder engagement, funding applications, and recruitment efforts of our local agency. Consistency across the province and nation will open up new funding opportunities that go beyond a municipal level.

Strategic capacity is key to enhance all aspects of our organization. It increases our capacity and ability to serve our stakeholders at a high quality.

All strategic pillars are applicable to all municipalities served under Big Brothers Big Sisters of Regina & Area. While most strategies will be consistent in all three communities, both Weyburn and Moose Jaw satellite agencies have been assessed to identify municipality-specific strategies. These will guide our efforts from a local lens.

Both Weyburn and Moose Jaw focus on general awareness, program buy-in, financial growth, and capacity growth to enhance our ability to serve the young people of both communities.

WEYBURN STRATEGIES

STRENGTHS & NEEDS ASSESSMENT

1. Discover needs of young people, families, and mentors. Then identify solutions to address the needs

INDIGENOUS & CULTURAL FOCUS

1. Identify the cultural needs of young people, families and mentors accessing BBBS programs
2. Increase culturally relevant resources and activities based on the identified cultural needs

STAKEHOLDER RELATIONSHIPS

1. Maintain and grow community involvement
2. Maintain and increase visibility and relevancy in the community

FINANCIAL STABILITY

1. Maintain and grow grants and foundation funding
2. Establish Corporate Sponsorship partners
3. Grow fundraising opportunities
4. Seek monthly donors, annual donors, major gifts, and planned giving relationships

STRATEGIC CAPACITY

1. Increase funding to hire a full-time staff positions dedicated to Weyburn

MOOSE JAW STRATEGIES

STRENGTHS & NEEDS ASSESSMENT

1. Discover needs of young people, families, and mentors. Then identify solutions to address the needs

INDIGENOUS & CULTURAL FOCUS

1. Identify the cultural needs of young people, families and mentors accessing BBBS programs
2. Increase culturally relevant resources and activities based on the identified cultural needs

STAKEHOLDER RELATIONSHIPS

1. Increase community knowledge and buy-in of the impact of BBBS mentoring programs
2. Maintain and increase visibility and relevancy in the community

FINANCIAL STABILITY

1. Maintain and grow grants and foundation funding
2. Grow Corporate Sponsorship partners
3. Grow fundraising opportunities
4. Seek monthly donors, annual donors, major gifts, and planned giving relationships

STRATEGIC CAPACITY

1. Increase funding to hire a full-time staff position dedicated to Moose Jaw