



# STRATEGIC PLAN 2022 2024

*A refresh of our 2020-2022 plan*



**Big Brothers  
Big Sisters**  
OF LONDON AND AREA

[www.london.bigbrothersbigsisters.ca](http://www.london.bigbrothersbigsisters.ca)



# How We Got Here

A message from our Board Chair



**Matt Horst, Board Chair**

The last two years have been both a challenge and a gift for our organization. A challenge because of the worldwide pandemic. A gift because we have proven and continue to prove that our business case, vision and mission are critical to maintaining and building on the strength of today's youth who will become tomorrow's leaders.

Our 2020-2022 strategic plan set the stage for the work ahead and this year's strategic plan refresh for 2022-2024 will continue to build on what we have achieved to date.

During our strategic planning process, board and staff examined internal measurable quantitative data and more intangible

qualitative data, as well as external factors that continue to shape community need and the way we deliver our services.

The resulting refreshed plan reinforces our commitment to the strategic goals and operational plans we are developing to meet the needs of London and area.

We are proud of and grateful to our dedicated staff, volunteers, donors and partners who stand with us, and we are tremendously excited about the prospect of what we can achieve together over the next two years.



# Theory of Change

## OUR MISSION

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

## OUR VISION

All young people realize their **full potential**.

## WHO DO WE SERVE?

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

## HOW DO WE IGNITE POTENTIAL?

By creating the space for a mentor and mentee to build a developmental relationship that expresses care, encourages growth, provides support, shares power, and expands possibilities.

By providing 1:1 mentoring services that:

- Intentionally recruit volunteers based on the needs of young people in our community
- Match young people with a professionally screened volunteer mentor
- Monitor and support the match with a professional caseworker
- Graduate the match relationship to natural supports

By offering the following school group mentoring programs:

- Go Girls! (for girls in grades 7 & 8)
- Game On! (for boys in grades 7 & 8)
- Conversation Club (for newcomers in high school)

## WHAT IS THE IMPACT?

- ✓ Greater social emotional competence
- ✓ Improved mental health & well-being
- ✓ Increased educational engagement & employment readiness



# We've Got **BIG** Plans

*Our 2022-2024 strategic priorities  
fall into three categories:*

- **B**uilders
- **I**mpact
- **G**rowth





# We are BUILDERS

## OUR GOAL

We will be a diverse, engaged and high-performing team of builders dedicated to creating a happy, healthy non-profit organization.

## WHAT WE WILL ACHIEVE

1. We will strengthen our capacity to recruit, attract, develop, and retain diverse and committed Board members, staff, and volunteers.
2. We will create an inclusive culture of continuous learning and engagement that is built on strong relationships.
3. We will recognize and support all those who contribute to our organization so that they feel inspired to further advance our mission.
4. We will take an anti-oppression and anti-racism approach to our work.



# We will make an **IMPACT**

## OUR GOAL

We will make an extraordinary impact on young people who face adversity through the power of mentoring.

## WHAT WE WILL ACHIEVE

1. We will provide more children and youth who face adverse childhood experiences with a 1:1 mentor.
2. We will improve the match experience for both Bigs and Littles by understanding their diverse needs and identities and implementing the developmental framework.
3. In our 1:1 and group mentoring programs, we will lean into our theory of change and demonstrate that our Littles have greater social emotional competence, improved mental health and well-being, and increased educational engagement and employment readiness.



# We will experience GROWTH

## OUR GOAL

We will be in a healthy financial position to fuel our growth.

## WHAT WE WILL ACHIEVE

1. We will increase our revenue with a focus on sustainability.
2. We will create and support a culture of fund development across the organization.
3. We will collaborate on initiatives at all levels of Big Brothers Big Sisters – regional, provincial, national – to drive our sustainability.
4. We will amplify our capacity and reach through partnerships and improved technology.



# How We Will Get There

A message from our Executive Director



Janet Tufts, Executive Director

Two years ago when we unveiled our 2020-2022 strategic plan I wrote, "The young people in our community who are facing adversity need our support now more than ever before, and we need this plan to make sure we don't let them down." The same holds true today.

Our people (BUILDERS) need this refreshed plan to ensure that we continue to remain focused and steadfastly committed to achieving our goals.

Today, with a heightened awareness on justice, equity, diversity and inclusion, we will continue to build our capacity to make an IMPACT in our community – to do what we were established 50 years ago to do and that is, to make and support 1:1 mentoring relationships. We're particularly excited to do this:

- Using our new Developmental Relationship framework;
- In virtual settings;
- With a very manageable waitlist;
- From our fabulous new office; and
- With the strength, adaptability and resilience one can only gain from a pandemic!

We know that if we serve young people who face adversity by matching them with a mentor, and if they are committed to our mentoring programs over a period of time, they will have better social emotional competence, mental health and well-being, and educational engagement and employment readiness.

We have national data to support this impact. Our goal over the next two years is to be able to generate local data and then share it through our growing marketing and communication channels. This will contribute to the GROWTH we need to continue making BIG things happen in our community.

It is with sincere gratitude to all those who make our organization such a special place that I owe this positive message. Thank you to everyone!





Thank you to our community and  
partners who make our  
BIG dreams possible.



[london.bigbrothersbigsisters.ca/ways-to-donate](https://london.bigbrothersbigsisters.ca/ways-to-donate)

