

Big Brothers Big Sisters of London and Area

Strategic Plan | 2025–2028



Message from Leadership



We are excited to share the journey that Big Brothers Big Sisters of London and Area (BBBSOLA) is embarking on as we implement our 2025-2028 Strategic Plan. This plan serves as a roadmap for our organization and is a commitment to the young people we serve, ensuring they have the mentorship and support they need to thrive in our community.

We have faced numerous challenges over the past few years, but have proven ourselves to be an adaptable and resourceful organization. We have successfully adapted to the changing landscape, including navigating shifts in operational funding. Our unwavering commitment to our mission and the support of our incredible staff, volunteers, and community members have allowed us to continue positively impacting the lives of youth facing adversity in London and surrounding areas.

As we lead into the next chapter of the organization, we recognize the importance of sharing our impact with the London community to highlight mentorship as a vital service. Our work as a mentorship organization is essential to ensure that more youth facing adversity receive the support and opportunities they need to grow as independent, healthy, contributing adults.

As we developed our strategic plan, we chose to go deeper in our approach, engaging with a wide range of stakeholders to ensure that our plan truly reflects the needs and aspirations of our community. We are grateful for the insights and perspectives of our mentors, mentees, families, and community partners. This collaborative process has resulted in a strategic plan that is not only comprehensive but also rooted in the voices of those we serve.

Our strategic plan is built on five key pillars: Strengthening our Foundations, Putting EDI into Practice, Investing in Mentorship, Demonstrating our Impact, and Elevating our Presence. Each pillar is interconnected, working simultaneously to sustain our operations, deepen our community engagement, and most importantly—empower the youth we serve.

We invite you to join us on this journey as we work to ignite the power and potential of young people in our community through mentorship. Your support is invaluable, and together, we can create a brighter future for the youth of London and Area.



With gratitude,



Cadence Baker
Board Chair



Kim Tetley
Executive Director

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, challenges 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

WHAT IS THE IMPACT?

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



Our Context

Big Brothers Big Sisters of London and Area has shown resilience in navigating external challenges and the complexities of the nonprofit sector. As we plan for the future, it is essential to continue to recognize the influences that impact our operations and the communities we serve, including:



Increased Economic Pressures:

Rising living costs, inflation and the subsequent economic downturns are placing strain on our community and BBBSOLA as an organization, with reduced engagement from donors, volunteers, and increased support needs.

Changing Political Landscapes:

The evolving political landscape affects funding priorities at both the provincial and federal levels, impacting BBBSOLA's available resources. Stakeholders have expressed concerns about the unpredictability of funding due to these changes.

Technological Advances & Setbacks:

While technology offers opportunities to enhance operational efficiencies and expand our reach, it also poses risks related to the well-being and social isolation of young people.

Accessibility & Engagement:

Community engagement and volunteer opportunities can be hindered by various factors, including transportation issues, financial constraints, resource limitations, and geographic barriers.

Greater Complexities in Youth Experience:

Youth are facing rising challenges related to mental health, addiction, and social isolation, resulting in growing demand for BBBSOLA's services and greater complexities in their experiences.

Our strategic plan addresses these key challenges by prioritizing sustainable funding sources, leveraging technology while promoting in-person connections, and emphasizing the importance of mentorship in meeting the evolving needs of youth in London and surrounding areas. We are committed to engaging and supporting our community, fostering meaningful mentorship relationships, and implementing proactive solutions to ensure our continued impact.

Our Strategic Pillars

The development of this strategic plan was a collaborative effort that utilized a comprehensive approach to data collection and community engagement. We actively sought insights and perspectives from various stakeholders, including staff, volunteers, mentees, families, and community partners, whose input were crucial in shaping our strategic directions.

Our community engagement process:

- 24 in-depth interviews,
- Nearly 70 survey responses
- Internal reviews, suggestion boxes and a strategic planning retreat

The pillars outlined below are strategic outcomes that align BBBSOLA's efforts over the next three years toward achieving our vision and mission. This plan is not just a road map for the future of Big Brothers Big Sisters of London and Area, it is a vital commitment to the young people in our community!

BBBSOLA is a high-performing, sustainable, and top-of-mind charity in London, recognized as a leader in youth mentorship, and a vital service that empowers young people facing adversity in our community to realize their full potential.

1 STRENGTHENING OUR FOUNDATIONS

We are an adaptable organization with focused, efficient, sustainable operations, governance, and funding.

2 PUTTING EQUITY, DIVERSITY, AND INCLUSION INTO PRACTICE

We solidify our commitment to equity, diversity and inclusion (EDI) through meaningful action and intentional practice.

3 INVESTING IN MENTORSHIP

We continually invest in our mentorship program by actively recruiting mentors, reducing wait times for young people in need, and increasing program accessibility to serve more participants.

4 DEMONSTRATING OUR IMPACT

We are a trusted and recognized youth-serving organization in London and surrounding areas, championing mentorship programming as a vital service for children and youth through our research and data-driven approach to impact evaluation.

5 ELEVATING OUR PRESENCE

We are a trusted, top-of-mind charity in London and the surrounding areas.



1 Strengthening our Foundations

RATIONALE

As the nonprofit funding landscape continues to change, it is essential for BBBSOLA to remain adaptive and resilient. By focusing on efficiency and resource optimization, we can expand our reach, enhance our programs, and deepen the positive impact of mentorship on the lives of mentees, their families, mentors, and the broader community.

STRATEGIES

- 1 Fund development plan is adapted and refined to strengthen revenue streams, enabling the sustainable achievement of our strategic outcomes.
- 2 Organizational efficiency is maximized through outsourcing and adopting new technology to increase staff capacity.
- 3 Donor engagement and partnership opportunities are strengthened by demonstrating the impact of mentorship in London and the surrounding communities through localized impact statistics, storytelling, and longitudinal data.
- 4 Staff experience is enhanced through competitive total rewards programs and a strong, supportive workplace culture.
- 5 Board performance is improved through the development of a high-performing policy governance system that supports the board in fulfilling its four main roles: representing children and youth facing adversity, leading the organization, evaluating operations, and practicing sound governance.

OUTCOME

We are an adaptable organization with focused, efficient, and sustainable operations, governance, and funding.

HOW WE MEASURE SUCCESS

▶ **Balanced Budget**

Achieve a balanced budget by 2027-28, requiring a 29% increase in revenues to offset the anticipated 11% growth in expenditures.

▶ **Revenue Growth**

Increase year-over-year revenue from key areas, including individual donations, special event revenue, and secured grants.

▶ **Diversified Funding**

Expand revenue streams through growth in digital fundraising, third-party events, and corporate partnerships.

▶ **Technology Integration**

Safe technology software (AI, CRM, and process-based tools) are piloted and implemented across all staff levels to improve efficiency in tasks such as grant writing, case noting, administration, and email communication.

▶ **Outsourcing**

Staff capacity is enhanced through the outsourcing of administration, grant writing, board governance and policy development, and/or research initiatives.

▶ **Staff Engagement**

Staff engagement process is implemented that tracks staff retention, measures engagement, and compares compensation against an external market survey.

▶ **Board Governance**

A complete set of governance policies and tools are developed and implemented to enable the Board to fulfill its four main roles as a high-performing policy governance system.

2 Putting EDI into Practice

RATIONALE

BBBSOLA is committed to actively implementing and applying equity, diversity, and inclusion (EDI) principles in day-to-day actions, policies, and organizational practices. By prioritizing diversity and youth inclusion, we ensure that our programs are welcoming, inclusive, and representative of the diverse young people, families, and volunteers we engage with. By centering equity and inclusion, we acknowledge, respond to and work to alleviate barriers to participation by children, youth, families and volunteers. We commit to continuous learning and improvement and are building a stronger, more vibrant organization that not only values diversity in our community but also listens and reflects on how to better support those we serve.

STRATEGIES

- 1 Equity audits are conducted to ensure that BBBSOLA's strategies, policies, and public materials accurately reflect the communities we serve.
- 2 EDI mandate and measurement indicators are embedded into Board Committees, the Youth Advisory Council, and Management Team to ensure EDI practices actively inform organizational decision-making.
- 3 Youth Advisory Council is established and supported to anchor the youth perspective in strategic decision-making.
- 4 Inclusive data collection practices are integrated into all research, reporting, and dissemination efforts, providing BBBSOLA with impact metrics that reflect the community.
- 5 Professional development for the board, staff, and volunteers is offered on core and emerging EDI practices to strengthen BBBSOLA's commitment to equity, diversity, and inclusion.

OUTCOME

We solidify our commitment to equity, diversity and inclusion (EDI) through meaningful action and intentional practice.

HOW WE MEASURE SUCCESS

▶ Equity Audits

Yearly equity audits are conducted, independently or in collaboration with external contractors, measuring improvements in EDI practices across key success areas such as data reporting, public materials, and organizational policy.

▶ EDI Accountability

Board committees and the management team report tangible EDI-related goals and accountabilities.

▶ Youth Advisory Council (YAC)

The youth voice is embedded into the organization through a high-performing YAC with formal avenues for consultation on strategic decision-making and quarterly touchpoints with the Board of Directors.

▶ EDI Knowledge Growth

Increased knowledge of EDI practices and implementation is measured through annual surveys of board members, staff, and volunteers.

▶ Research and Data Collection

Research projects are conducted and demographic data collected annually to deepen BBBSOLA's understanding of its mentors and youth, enabling better responses to emerging community needs.

3 Investing in Mentorship

RATIONALE

We understand that our impact is largely dependent on our incredible volunteers and their commitment to mentorship. Recruiting, supporting, and retaining a diverse group of dedicated mentors is essential to providing relevant, impactful mentorship to the young people in our community. By increasing awareness of and options for mentorship opportunities with the goal of building a volunteer base that reflects the community's diversity, we strengthen our ability to meet the unique and emerging needs of children and youth and their families in London and surrounding areas.

STRATEGIES

- 1 Diverse community-serving organizations are identified and connected with to share learnings, engage prospective mentors, and enhance our collective impact on children and youth.
- 2 Our mentor recruitment strategy is expanded to grow a pool of dedicated and engaged mentors, increasing the number of volunteers available for young people in our community.
- 3 Match retention and accessibility is enhanced through program supports for mentors including engagement strategies, financial resources, and peer support.
- 4 Staff development is enhanced by providing robust professional development opportunities including formal skill-building and engagement opportunities to improve the mentee and mentor experience within the organization.

OUTCOME

By actively recruiting more mentors, with a focus on those who reflect the diversity of our community, we will reduce wait times for young people in need, enhance match support, and increase our capacity to serve more participants.

HOW WE MEASURE SUCCESS

▶ Community Partnerships

New meaningful connections are established annually with diverse community-serving organizations, resulting in the recruitment of new mentors from their networks.

▶ Staff Capacity

Mentoring Coordinators operate at target capacity rates, maximizing the number of matches supported with a strong focus on mentor retention and quality of matches.

▶ Increase in Mentors

The number of mentors successfully onboarded increases year-over-year.

▶ Match Longevity

Achieve an annual increase in the average length of Community-Based matches.

▶ Barrier Reduction

Identify and reduce barriers to mentorship as measured through an annual survey.

▶ Staff Development and Engagement

Offer relevant and consistent skill development and community engagement opportunities to staff annually. Conduct an annual staff survey to establish a baseline and aim for year-over-year improvements in overall satisfaction rates.

4 Demonstrating our Impact

RATIONALE

By measuring our local impact, we will establish new ways to gather feedback from our stakeholders on how we can better meet the changing needs of the young people and families we serve. The quantitative and qualitative data we collect will demonstrate our impact to donors, funders and supporters, highlighting the essential and preventative role of mentorship in contributing to a better community. Our demonstrable impact will also showcase the unique position that BBBSOLA holds in fostering meaningful developmental relationships with children and youth in our community.

STRATEGIES

- 1 Collaborative partnerships are enhanced and established with youth-serving organizations and BBBS affiliates to identify and implement initiatives, share data, and exchange best practices that enhance BBBSOLA's existing programs.
- 2 Quantitative and qualitative data collection strategies are designed and implemented to gather local mentorship impact statistics, reinforcing BBBSOLA's leadership in mentorship and alignment with the BBBS Theory of Change.
- 3 Research partnerships are established with academic institutions and research organizations to create collaborative, longitudinal research projects and impact evaluations, generating actionable insights that improve the mentorship experiences and enhance our case-for-support.
- 4 Accessible stakeholder engagement and knowledge-sharing activities are enhanced to showcase the positive outcomes of mentorship for children and youth, increasing public awareness of BBBSOLA as a vital, preventative community service.

OUTCOME

BBBSOLA is recognized by the community as a leader in youth-development programming and a champion for mentorship as a vital, preventative service for children and youth through our research and data-driven approach to impact evaluation.

HOW WE MEASURE SUCCESS

▶ Data Accessibility

Localized and meaningful data, including metrics and key messages, are readily available to the BBBSOLA team, board, and committee members for use in key stakeholder meetings with funders, donors, and partners.

▶ Research Collaborations

Annual partnerships are established with academic institutions, graduate students, and research groups to collaborate on research projects.

▶ Research Dissemination

Results from impact evaluation and research is shared with the community through the website, media articles, social media, and reports.

▶ Impact Reporting

A local impact report is produced annually.

▶ Community Leadership

Representatives from BBBSOLA participate in multiple committees and councils in London, recognized for thought leadership and expertise in mentorship and youth development.



5 Elevating our Presence

RATIONALE

Building a strong, recognizable, and respected brand is essential for deepening community engagement, attracting donors, volunteers, and partners, and fostering trust with the people we serve. By elevating our brand presence, we will amplify our impact, increase awareness of our mission, and position our organization as a leader in creating meaningful change.

STRATEGIES

- 1 Compelling brand narrative is developed using consistent visuals, testimonials, and stories of impact, to strengthen emotional connections and communicate the tangible outcomes of our work.
- 2 Digital Presence is optimized through an enhanced Search Engine Optimization (SEO) strategy, website enhancements, and increased engagement across social media platforms.
- 3 Strategic Partnerships are built by collaborating with like-minded organizations, businesses, and influencers to expand our reach and credibility through co-branded initiatives and events.
- 4 Out-of-home marketing campaigns are funded and implemented in targeted areas to recruit mentors and increase awareness.
- 5 Media and public relations opportunities are leveraged by proactively pitching stories to local and regional outlets, engaging in thought leadership, and participating in community forums to position the organization as a trusted voice.

OUTCOME

BBBSOLA is a trusted, top-of-mind charity in London and the surrounding areas.

HOW WE MEASURE SUCCESS

► Website Traffic

Organic website traffic is increased year-over-year by utilizing AI-powered tools that provide keyword research, content optimization and competitive analysis to enhance search engine optimization (SEO).

► Social Media Engagement

Annual growth in social media followers and engagement is achieved, including likes, shares, comments, and overall reach.

► Volunteer Recruitment

The number of volunteers who learn about our organization through radio, social media, our website, television, print media, and corporate partnerships increases year-over-year, as reflected in their applications.

► Email Performance

Year-over-year growth in email open and click rates is achieved, unsubscribe rate is reduced, and a robust email list management system is established and enhanced to deliver customized and relevant communications to each stakeholder group.

► Community Reputation

Community reputation is measured by tracking annual media mentions and the number of positive features highlighting BBBSOLA's impact.

► Brand Awareness

Conduct an annual brand awareness survey to establish a benchmark for positive recognition within the community, with the goal of increasing recognition each year.

► External Recognition

Receive external recognition and awards for impact and leadership in the community.

► Strategic Partnerships

Increase the number of strategic partnerships year-over-year, expanding our reach and credibility through co-branded initiatives and events.

► Community Presence

The BBBSOLA staff team is present and visible at numerous community events annually.



Big Brothers
Big Sisters



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



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