



STRATEGIC PLAN

2022-2026



Big Brothers Big Sisters
OF EASTERN NEWFOUNDLAND

@BBSEasternNL

EXECUTIVE SUMMARY



The last two years have been unlike any other. In the non-profit world, you generally learn to expect anything, but no one could have anticipated that we would be living through a Global Pandemic or all the changes that would bring to our organization. We paused and considered *was it the right time to embark on a new strategic plan?* With so much uncertainty for us, how could we really plan for the future? Well, we took a leap of faith, and here we are revealing our new strategic plan for the next 5 years. After some reflection, we can say with certainty that not only was it the *right* time, it was the BEST time to come together, talk about all we've achieved for young people in the last 45+ years and collaborate with our supporters and stakeholders to gather feedback and have meaningful conversations. This process of **strengthening our purpose and refining our values** has kickstarted what we know will be the start of many rewarding collaborations and new opportunities as we work to roll out our new strategic plan and shape the direction of our agency as we move towards 2026.

Throughout the agency's history, there have been many highs and lows and periods of uncertainty, but we have persevered and found a way to continue to serve young people to the best of our ability, ensuring we are there when they need us most. We talk a lot about resiliency, and never has that been more apparent than looking back on the past 2 years. There was much uncertainty and change, and we know it has been incredibly challenging for young people facing adversity. Knowing we could continue to be there to support them during these trying times has given us all a renewed sense of appreciation for the work we do and the motivation to pull together in difficult times to continue igniting the power and potential of young people. We will continue to ignite potential by placing emphasis on three major impact areas: Social Emotional Competence, Mental Health & Wellbeing and Educational Engagement and Employment Readiness, and we will use measurable outcomes to evaluate our impact on an ongoing basis. We will support this work through creating sustainable partnerships and fundraising initiatives that allow us to work smarter and maximize resources.

As we look forward to the years ahead, **we are energized and optimistic**. Our new strategic plan will allow us to grow and serve even more children and youth. Our mission, vision and theory of change will be our roadmap to ensure we are able to expand opportunities for young people, to clarify our impact so we can articulate who we are and to share the stories of the vital work we are doing, while amplifying youth voices. Our alignment with the Developmental Relationships Framework will ensure that every young person has at least one friend in their life who believes in them and accepts them for who they truly are. It will also improve the volunteer experience for our mentors, providing them with meaningful context for mentoring, adding to their own life experience and learning, so that mentoring becomes more than just a volunteer experience.

Our staff and board are confident that **the future of BBBSEN is strong**. Together, we can ensure young people have the support they need to build resilience and thrive despite being faced with challenges no one could have anticipated in some of their most formative years. We are grateful for the commitment and ongoing support of our community, our volunteers, families, partners, donors and supporters who have stood behind us, and enabled us to continue to Ignite Potential and positively impact the lives of young people. We know the road ahead won't always be easy but we are ready for the challenge! We look forward to the years ahead and the continued opportunity to be the spark for children and youth in our community. We can be #BiggerTogether

WHO WE ARE

MISSION

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

VISION

All young people realize their full potential

VALUES

- COLLABORATION
- INTEGRITY
- COMMUNITY
- RESPECT

WHO WE SERVE

Within the metro St. John's area, there are approximately 28,000 children and youth aged 6-17. BBBSEN on average serves 350-400 youth annually.

WHAT WE DO

THEORY OF CHANGE

Our Theory of Change states that BBBS mentoring programs will work to reach 'children and youth who face adversity'. BBBS focuses on young people that are in need of an additional consistent and supportive Developmental Relationship. Research indicates that mentoring programs can change the course of young lives – changing the course of a community's future. Reductions in poverty and unemployment, safer, more caring, and inclusive schools and neighborhoods, or a renewed optimism for growth are all possible.

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

The work being done by BBBSen has broad support from key stakeholders. Feedback received is encouraging BBBSen to reach out to under serviced youth including 2SLGBTQIA+, newcomers, and youth outside the St. John's area. It is also important to strengthen the organization through building human resources and financial capacity.

“ BBBS offers programs that are more intensive than is offered by some other youth serving agencies. This information is not necessarily understood by the public and potential funders. ”

“ There is a need in southern Labrador for the services and program offered to youth by BBBS. Between Generations would be valuable to seniors in the region. ”

“ Fundraising has been the overwhelming focus of the organization, specifically for staff. If that focus and energy could be shifted to program development imagine the possibilities for growth. ”

WHAT WE HEARD

OUR STRATEGIC DIRECTIONS



1. BUILD SUSTAINABILITY



- Increase the organizational capacity to increase revenue or partner to develop third-party fundraisers
- Build on the base of past and current Mentors, Mentees, and families to support agency fund development

2. EXPAND OPPORTUNITIES FOR YOUNG PEOPLE



- Explore partnerships with community partners
- Explore the viability of one pilot expansion to another region of Newfoundland & Labrador
- Provide additional support to 2SLGBTQIA+ Youth.

WHERE WE'RE GOING



OUR STRATEGIC DIRECTIONS

3. STRENGTHEN OUR LEADERSHIP

GOALS



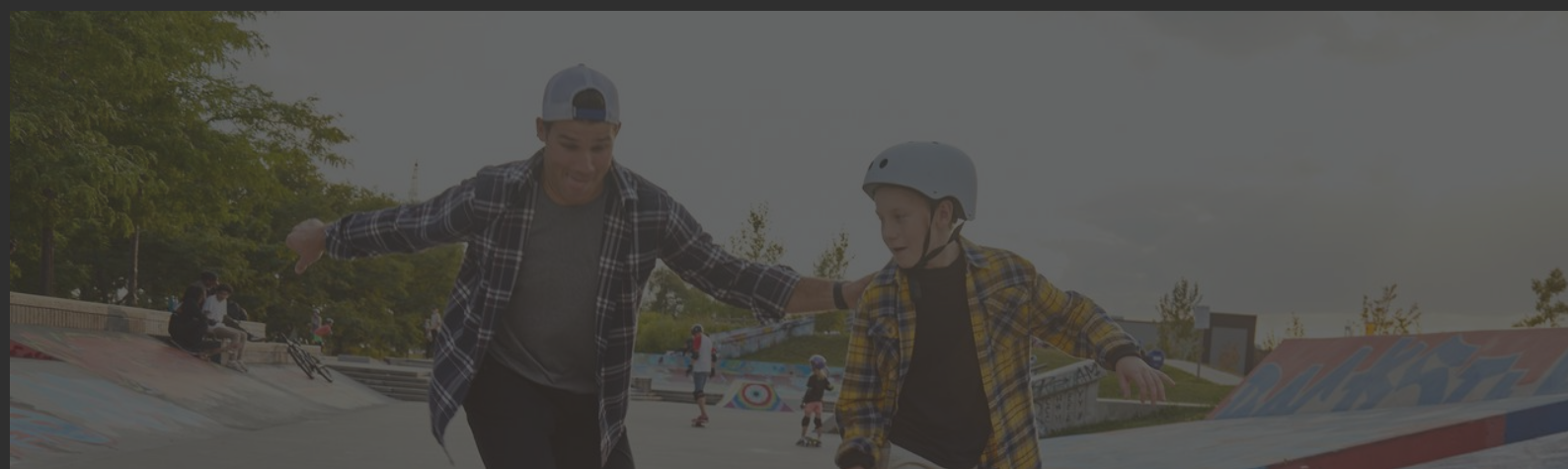
- Strengthen the staff roles, especially at senior management levels
- Strengthen the Board through Education and Recruitment
- Strengthen the organization through developing a committee structure to operationalize the strategic plan

4. CLARIFY OUR IMPACT

GOALS



- Develop and carryout a communications strategy to raise the profile of BBBSen. Clarify the awareness to funders of role that BBBS programs play in the lives of Mentors and Mentees. It is also critically important that families understand the potential of the programs, including the newer ones such as Between Generations.







#BIGGERTOGETHER




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