



## **2013-2015 STRATEGIC PLAN**

### **GIRLS INCORPORATED OF UPPER CANADA**

A day-long Strategic Planning session with the Board and Staff of Girls Incorporated of Upper Canada resulted in a bold, forward-thinking, ambitious and achievable Plan that will move the organization purposefully into its next chapter.

# INTRODUCTION

## GIRLS INCORPORATED OF UPPER CANADA

### INTRODUCTION

Girls Incorporated of Upper Canada undertook the development of a Strategic Plan beginning in September 2012. Under the pressure of an ambitious timeline, the organization consulted with a number of community partners, funders, and clients in order to develop an understanding of how the organization is perceived externally.

These consultations took the form of in-person or phone interviews conducted using a customized Interview Guide. The responses were analyzed thematically and presented to the Board of Directors and Staff for consideration during a one-day Planning Session.

The following plan is the result of the research, consultation and discussions of the Board of Directors and Staff.

### Plan Structure

This rolling+1-3 year plan will be constantly consulted and updated, and revised as needed. The plan is driven by a clear, compelling Mission Statement, informed by the external and internal environment, and has been developed to be both realistic and ambitious. This plan will:

- “ Provide a focus and foundation for Girls Inc.'s decisions and activities for the 2013 - 2015 timeframe.
- “ Position Girls Inc. for success in the current and future environment
- “ Strengthen the organizational capacity to work collectively towards common objectives and develop a shared understanding of its goals
- “ Ensure that the organization develops and communicates clear performance objectives and targets.

## TWENTY YEARS FROM NOW...

ō Girls Incorporated of Upper Canada will be feeling:

Proud

Excited

Stable

Secure

Confident

Accomplished

Structured

Heard

Fearless

and most importantly:

**Strong,  
Smart,  
& Bold**

# **STRATEGIC PLAN**

## **2013-2015 GOALS AND PRIORITIES**

- 1. DELIVER PROGRAMS WITH MEASUREABLE, HIGH-IMPACT OUTCOMES**
- 2. CREATE IMPACTFUL MARKETING AND COMMUNICATION**
- 3. INCREASE ORGANIZATIONAL EXPERTISE AND CAPACITY**
- 4. EXECUTE STRATEGIC FUNDRAISING FOR OPERATIONAL AND INFRASTRUCTURE GROWTH**
- 5. PRIORITIZE CONSTRUCTIVE ADVOCACY**
- 6. BECOME AN EMPLOYER OF CHOICE**

# STRATEGIC PLAN

## GOALS WITH RELATED ACTIVITIES

### 1. DELIVER PROGRAMS WITH MEASUREABLE, HIGH-IMPACT OUTCOMES

- Focus on offering more school-based programs without compromising quality
- Investigate new community models such as action projects or partnerships
- Continue high standards and focus on program evaluation

### 2. CREATE IMPACTFUL MARKETING AND COMMUNICATION

- Conduct and highlight the analysis of the programming value for recruitment, advocacy and fundraising purposes
- Increase effectiveness of marketing and communication efforts and measure strategy impacts (e.g. measure social media impact on program enrollment, partnerships)
- Strengthen the brand of the organization as a source of expertise about girls

### 3. INCREASE ORGANIZATIONAL EXPERTISE AND CAPACITY

- Develop volunteer strategy and partnerships to increase Board capacity
- Foster partnership opportunities for programs, fundraising, and advocacy
- Work toward increasing FTEs through core fundraising
- Conduct a cost-per-girl and cost-per-session analysis and communicate this in all activities and promotions to schools, parents and the public (value and demand strategy)
- Prioritize and invest in staff expertise

### 4. EXECUTE STRATEGIC FUNDRAISING FOR OPERATIONAL AND INFRASTRUCTURE GROWTH

- Work towards a cost-recovery model for programming
- Focus on increasing direct private and corporate sponsorship for fundraising
- Pursue core funding that enables the organization to hire more FTEs, improve infrastructure, offer more programs, and serve more schools
- Pursue partnerships and sponsorships that improve infrastructure and capacity, such as a vehicle partnership for staff transportation to and from programs
- Develop a legacy fundraising program
- Move toward sustainable fundraising managed internally
- Develop and implement a donor stewardship strategy

### 5. PRIORITIZE CONSTRUCTIVE ADVOCACY

- Develop baselines from which to measure advocacy efforts; include qualitative measures
- Take advantage of days like International Women's Day and Day of the Girl
- Dedicate staff time to advocacy (for the cause) and advocacy (for the organization)

- Improve use of social media for fundraising and advocacy (for the cause and for the organization)
- Intentionally maximize advocacy at Girls Incorporated events and ensure that all messaging is consistent with Girls Incorporated values

#### **6. BECOME AN EMPLOYER OF CHOICE**

- Complete a formal salary review and ensure that Girls Inc. offers competitive salaries that demonstrate organizational values
- Investigate the organization's ability to offer: RSP contributions, a phone stipend, improved mileage reimbursement, CAA, or company transportation
- Foster effective internal communications between the Board and Staff

# WITHIN A GENERATION

## IN 20 YEARS GIRLS INCORPORATED WILL...

### SEE BOLD OUTCOMES:

- ō Be hearing: %Of course I attended Girls Inc programs . it was just part of my life . as natural as Brockville Minor Hockey Association is+
- ō Have girls who graduated from the program who are showing leadership to others
- ō Maintain contact with past participants and engage them as future leaders
- ō See that girls understand their rights
- ō See that one of our graduates has become a provincial or federal representative
- ō Have less need for Girls Incorporated programs in 20 years, hopefully.
- ō See that women have equal wages and political representations

### HAVE BOLD IMPACT:

- ō Be part of the curriculum in every school in our catchment area
- ō Be serving all of our municipalities, however many we decide that should be
- ō Have more Girls Incorporated affiliates dotting the Canadian landscape
- ō Offer a regional %pass+for members to have access to pools, arenas, museums, etc. and can bring a friend for free

### ATTRACT SMART PEOPLE:

- ō Be the choice for employment for progressive, connected, knowledgeable women
- ō Co-opt the girls in local industry and community organizations to share their gifts and learn valuable work/life experiences
- ō See that an abundance of high-profile philanthropic leaders flow to us with ease

### BE SMART EXPERTS:

- ō Be the unequalled expert on Girls issues
- ō Be the experts on girls and gender issues
- ō Be the expert for all issues related to girls in Eastern Ontario

### HAVE STRONG RESOURCES:

- ō Have our own property and trust-fund (legacy planning)
- ō Have regional offices
- ō Have our own %Girls Inc+house/space for offices and program delivery

### HAVE STRONG FUNDRAISING CAPABILITIES:

- ō Have 2 FTE fundraisers, 1 FTE marketer, and 5 FTE program instructors
- ō Have a major corporate sponsor
- ō Be funded by %stable+corporate sponsorships (minimum \$100,000 per year)
- ō Have a legacy program
- ō Explore enterprise funding
- ō Have sustainable, independent funding