



Boys & Girls Club
Services of Greater Victoria
A good place to be

ORGANIZATION PLAN

March 2009

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Environmental Scan

Environmental Factor	Definition/Description
Political	The policies, regulations, legislation, and hierarchy you work within as well as single issue interest groups, government, and other associations are examples of political environmental factors.
Economic	Interest and bank rates, the health of business, current wage settlement patterns, government deficits and transfer payments are all examples of economic factors.
Social	Trends such as equal access, employment equity, decentralized services and demographic trends such as the aging population are potential social factors to be considered.
Technological	Computers, electronic mail, and the merging of communication technologies are a few examples of the technological factors that will have influence on the organization.
Supply	Changes in the purchase patterns of the general population and increasing operating costs for business are examples of supply related factors.

Key	
Degree of Importance	Degree of Control
H – High	H – High
M – Medium	S – Some
L - Low	N - None

Political			
Issue, Condition or Trend	Possible Impact on the Organization	Degree of Importance	Degree of Control
Low in government priority	Resourcing – cutbacks – financial	H	N
Prevention programming not valued	Resourcing – cutbacks – financial	H	S
Government contracting process	Competition for resources – financial Losing ground Low cost services not meeting true need	H	N
Devolving control of programming to bodies like Aboriginal organizations	Reallocation of resources/finances	H	S
Funding Cutbacks	Program reductions Staffing Reductions	H	S
Changes in United Way focus (Projects vs ongoing)	Funding needs not met – reduced support for ongoing programs	H	S
Competition with like agencies	Resources, Funding	H	S
Partnerships with like agencies	Resources, Funding	H	S
Community collaboration expectations	Increased demand on resources, staff	H	S
Programs running in isolation (SILO)	Supervision, Cohesiveness	H	H
Understaffing at Leadership level	Inability to supervise/guide staff Management stretched too thin – trying to do too many things	H	H
Board Capability/responsibility	Contribution, Representation	H	H
Dedicated promotion to specific program(s)	Distribution of Resource	H	H
Staff Negativity to peers & participants	Losing good employees	H	H
Increased regulation/child care licensing	Conflicting regulations	H	S
Increased leniency towards youth offenders	Program demand increasing in a time of cutbacks financially	H	N
Controlling managers	Impediment to sharing of needed (perceived needed) information	H	S
Fear of Change	Impediment to program development	H	S

Economic			
Issue, Condition or Trend	Possible Impact on the Organization	Degree of Importance	Degree of Control
Escalating costs and reducing sources of funding	Program cuts/reductions/Staffing cuts Inability to provide services at an acceptable level Contract budgets/funding does not reflect reality of delivery	H	S
Staffing	Retention Cost of Training, Development, Replacement Compensation (Critical level of concern) Quality of Work delivered/morale	H	S
United Way and Business change to project/problem funding focus	Conflicting program priorities	H	S
Increasing demands on services	Funding needs	H	S
Fundraising Capability	Doner relationship programs, Development	H	H
Financial Management	Instability/Liability Rising program fees – reduced # participants	H	H
Debt Management/Re-Payment	Financial	H	H
Labour Cost	High wage cost makes organization less competitive – funds to pay wages must come from somewhere	H	N
Shortage of affordable housing	No safe place to transition to Increased homeless	H	N
Financial Markets/Economy (Inflation, recession)	Reductions to available funding Ability of donors to donate Reduced resources for families	H	N
Decreasing public support as a result of economic pressure on family and corporate financial needs	Reduced funding available	H	N

Social			
Issue, Condition or Trend	Possible Impact on the Organization	Degree of Importance	Degree of Control
Impaired Community Social Networking	Funding Support, resourcing	H	H
Increasing severity and variety of issues in client population	Increased demand on strained resources, Pressure to increase program diversity	H	N
Reducing number of organizations addressing the need	Increased strain on remaining organizations	H	N
Lower rates of volunteerism	Board resource challenges Recruiting	H	H
Perception/Confusion in Community with other NFP organizations	Confusion	H	H
Aging Population	Possible re-direction of resources to seniors from youth	M	N
Shifting Population Locations (ie: Westshore)	Ability to meet the need in the local market	H	S
Housing	Possible trend towards “ghetto-zing”	H	S-N
Broad range of programs delivered in the community as a whole	Overlapping programs Competition for resources	H	S
Decentralized Office/Agency functions	Reduced cohesion, sense of belonging, increased SILOS	H	S
Aboriginal Self-Government	Declining need in traditional programs delivered by agency.	M	S
Younger children seeking services	Age differential within client population impacts delivery of service and increases supervisory needs, Childcare regulations	H	S
Leadership of Agency close to Retirement	Who will lead the agency – where will qualified leaders come from	H	S
Accessibility	Physical Environment not friendly so some clients	H	S

Technological			
Issue, Condition or Trend	Possible Impact on the Organization	Degree of Importance	Degree of Control
Advances in electronic technology / Increased deployment of technology	Enhanced communications with other organizations and within our own Agency De-personalization of communication	M	S
Current Technology deployment	Out of Date, Infrastructure challenges, limited operating knowledge Is technology being used to the best advantage of the Agency Training Reporting from database(s)	H	H
Youth more reliant on computers and games, use of cell phones & texting	Youth fearful of the outdoor environment and not connecting with our Activities Nature of communication with youth Responsiveness	M	S

Supply			
Issue, Condition or Trend	Possible Impact on the Organization	Degree of Importance	Degree of Control
Equipment	Supply, condition Donations? Maintenance Safety	M	S
Facilities	Meeting the needs? Accessibility/costs Safety	H	S
Fuel	Vehicle Allowances not sufficient Transit to our Programs Families redirecting resources for support	H	N-S
Greening of Society	Equipment Operational Needs	M	S

Mission Vision Values

Mission

To provide a safe, supportive place where children and youth can experience new opportunities, overcome barriers, build positive relationships and develop confidence and skills for life.

Vision

Strengthening Community through empowering children, youth & families.

Values

In our work with children, youth, families and communities, all Boys and Girls Clubs are guided by the following Core Values. They define us as a movement and are the standard against which all Boys and Girls Club services are measured.

Inclusion & Opportunity

We strive to offer children and youth from all economic, cultural and social backgrounds access to the resources, supports and opportunities that will enable them to overcome barriers and achieve their positive potential in life.

Respect & Belonging

We provide a safe, supportive place, where every child is listened to, respected and valued in an environment of inclusion and acceptance. Our staff and volunteers model honesty, fair play, positive attitude, cooperation and respect for self and others.

Empowerment

We believe all young people can grow into responsible, contributing and self-reliant members of society. Children and youth are at the centre of everything we do. Through adventure, play and discovery, we encourage and empower them to develop healthy lifestyles, a life-long passion for learning, leadership and life skills and a sense of social responsibility.

Collaboration

We work together with families and volunteers in each community, in partnership with the public and private sector, to create healthy community solutions to providing children and youth with what they need for optimal development.

Speaking Out

We speak out on behalf of children, youth and their families to reduce disadvantage, enhance their lives and enable their voices and ideas to be heard.

Objectives, Strategies & Activities

The objectives, strategies and activities have been organized and aligned with the major oversight committees of the Board of Directors of the Boys & Girls Club Services of Greater Victoria:

1. Financial Management
2. Financial Development
3. Human Resource Management
4. Programs
5. Facilities

Financial Management

Objective:	To ensure that the B&GC operates financially within generally accepted accounting guidelines provided by the CICA.
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STRATEGY	Regular financial reporting to the Board of Directors to include cost analysis by program.	
	Where are we now?	<ul style="list-style-type: none"> Financial reporting is being done in a manner that is difficult to understand. Reporting is being done except for proportion of general admin costs for the agency as a whole Inadequate reporting to the board. Budget is presented line by line at a high level which holds little meaning. Money in, fundraising dollars show no baseline gains or losses. Reporting already done quarterly to the Board
	Where should we be?	<ul style="list-style-type: none"> Finance committee should be submitting a higher level simple to understand revenue vs. expenditure, report with not so much detail. Adequate, appropriate, meaningful reporting is in place. Comparison on a quarterly basis is done for operations and fundraising.
	How do we get there?	<ul style="list-style-type: none"> Begin from the point of a zero deficit goal. Conduct cost benefit and risk analysis for all programs. Management to provide a brief summary on program value vs. cost
	How do we know we are there?	<ul style="list-style-type: none"> Board and Management aware of all funding and financial implications for all Agency programs Runs more like a business with documented performance measures and achievable deliverables.

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Provide regular financial reporting by Program showing budget and expenditures to date. 	<ul style="list-style-type: none"> Published financial reports 	<ul style="list-style-type: none"> Monthly to Executive Director & Leadership Team 	<ul style="list-style-type: none"> Controller 	<ul style="list-style-type: none"> Executive Director
		<ul style="list-style-type: none"> Quarterly to Finance Committee and Board 	<ul style="list-style-type: none"> Controller Treasurer 	<ul style="list-style-type: none"> Treasurer

STRATEGY	Complete an annual audit of the Agency’s financial operations.	
	Where are we now?	<ul style="list-style-type: none"> Externally audited statements are now done and presented to the AGM
	Where should we be?	<ul style="list-style-type: none"> High level review for the board regularly presented by the controller and chair of finance to the Directors and management team
	How do we get there?	<ul style="list-style-type: none"> Review Audited statement against approved budget for the fiscal year to understanding why any differences exist.
	How do we know we are there?	<ul style="list-style-type: none"> Confirmation through external audit that the agency is compliant with CICA Guidelines.

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Secure Audit “partner” 	<ul style="list-style-type: none"> Qualified Audit firm in place 	<ul style="list-style-type: none"> Annual 	<ul style="list-style-type: none"> Treasurer & Board 	<ul style="list-style-type: none"> Approved at AGM
<ul style="list-style-type: none"> Conduct annual audit of Agency financials 	<ul style="list-style-type: none"> Audited financials presented to AGM 	<ul style="list-style-type: none"> Annual at Year End 	<ul style="list-style-type: none"> Designated Audit Firm with Treasurer and Controller. 	<ul style="list-style-type: none"> Treasurer

STRATEGY	Ensure the ongoing operation of the Agency within approved financial parameters.	
	Where are we now?	<ul style="list-style-type: none"> Financial details are provided to the Board and approved. Monthly analytical review of budgets
	Where should we be?	<ul style="list-style-type: none"> Accountability is defined and clearly understood by the Directors, Leadership Team and Staff. Enhanced infrastructure and operational sustainability
	How do we get there?	<ul style="list-style-type: none"> Setting of financial and operational priorities and parameters.
	How do we know we are there?	<ul style="list-style-type: none"> Approved Infrastructure and program budgets that reflect the true costs of all operations Managers are aware of budgets and fall within parameters

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Review revenues and expenditures against approved budget 	<ul style="list-style-type: none"> Financial statements completed 	<ul style="list-style-type: none"> Monthly to Executive Director & Leadership Team 	<ul style="list-style-type: none"> Controller 	<ul style="list-style-type: none"> Executive Director
		<ul style="list-style-type: none"> Quarterly to Finance Committee and Board 	<ul style="list-style-type: none"> Controller Treasurer 	<ul style="list-style-type: none"> Treasurer Board

Financial Development

Objective:	To strengthen and develop the financial resources required to achieve the strategic objectives of the B&GC.
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STRATEGY	Develop and implement an action plan to generate additional revenue for necessary services (current & future) to include Alternative Funding and Partnerships	
	Where are we now?	<ul style="list-style-type: none"> • Development office creates a variety fundraising initiatives • Done as ad-hoc process, tends to be reactionary
	Where should we be?	<ul style="list-style-type: none"> • Pro-active, long-term plan based on needs assessment and environmental scans
	How do we get there?	<ul style="list-style-type: none"> • MARKETING, plan, strategy, objectives, deliverables. • Management completes prioritized needs assessment – • Board determine funding avenues and approves action plan
	How do we know we are there?	<ul style="list-style-type: none"> • There is a board approved action plan • Multi-year funding is in place, • Program and infrastructure needs are met through sustainable funding • Meet code of ethics from Imagine Canada & CRA compliance

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> • Identify financial needs by program 	<ul style="list-style-type: none"> • Documented financial development plan. 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Led by Executive Director in collaboration with Financial Development Chair and Director of Development. 	<ul style="list-style-type: none"> • Financial Development Chair Board
<ul style="list-style-type: none"> • Identify sources of financial support and secure support 				

Strategy	Advocate on behalf of the B&GC for financial and human resource support of its programs and operations.	
	Where are we now?	<ul style="list-style-type: none"> • Have established a number of contacts • Informal low level relationships with some strong relationships
	Where should we be?	<ul style="list-style-type: none"> • Should have more and better community relationships • Broaden the number and type of contacts within our community • Regular meeting w/ the Deputy of MCFD, AG, PSSG, Health on a regular basis and quarterly with the ministers
	How do we get there?	<ul style="list-style-type: none"> • Networking, speakers bureau for board members to speak chambers, rotary Board active in Community networking • Target specific populations - board approved action plan • Board leadership and initiation advocating at the political level
	How do we know we are there?	<ul style="list-style-type: none"> • Annual reporting on efficiency & effectiveness of community relationships demonstrates increased contacts. • Budget reflecting greater diversity of sources

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> • Identify and establish contact with business and related organizations in the community 	<ul style="list-style-type: none"> • Ongoing and evolving community relationships established. • Contacts identified and established 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Leadership Team • Executive Director & Individual Program Manager with Operational Level • President & Board with Political Level 	<ul style="list-style-type: none"> • Board of Directors
<ul style="list-style-type: none"> • Build relationships with public (governmental) funding sources 	<ul style="list-style-type: none"> • Ongoing and evolving relationships with public sources established 			
<ul style="list-style-type: none"> • Identify key operational contacts for each public funding source 	<ul style="list-style-type: none"> • Contacts identified and established 			
<ul style="list-style-type: none"> • Identify key political contacts for each 	<ul style="list-style-type: none"> • Contacts identified and established 			

public funding source				
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Objective: Develop and implement a comprehensive public communications program.

STRATEGY	Review all promotional and descriptive materials to ensure they are accurate and current.	
	Where are we now?	<ul style="list-style-type: none"> • Errors exist in newsletter (spelling, grammar), letters of thanks (wrong names), no up to date database etc. • There is much material but the sheer magnitude of material and programs make it difficult to review and be kept up to date
	Where should we be?	<ul style="list-style-type: none"> • 100% accuracy on all marketing materials. • More organization of material and specific responsibility for regular review.
	How do we get there?	<ul style="list-style-type: none"> • Dedicated lead employee. • Our promotional material more widely circulated • Defined responsibility within departments and programs
	How do we know we are there?	<ul style="list-style-type: none"> • Quality Improvement reviews are done. • Director involvement in the review process • Current and up-to-date information for all programs and services.

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> • Review & update existing communication plan 	<ul style="list-style-type: none"> • Plan reviewed, updated & approved, implemented 	<ul style="list-style-type: none"> • Q2 • Ongoing 	<ul style="list-style-type: none"> • Director of Development 	<ul style="list-style-type: none"> • Executive Director Board Approval
<ul style="list-style-type: none"> • Review all marketing & promotional materials 	<ul style="list-style-type: none"> • All marketing & promotional materials are accurate and current. 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Director of Development 	<ul style="list-style-type: none"> • Executive Director
<ul style="list-style-type: none"> • Build relationships with communications media in the Greater Victoria area. 	<ul style="list-style-type: none"> • Strong Relationships exist 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Director of Development 	<ul style="list-style-type: none"> • Executive Director Board

Human Resource Management

Objective:	To recruit, develop and retain operational staff and volunteers.
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STRATEGY	Review and develop a long term human resources and succession plan	
	Where are we now?	<ul style="list-style-type: none"> We have no plan within the organization at any level including the board. Currently have a Compensation Review committee
	Where should we be?	<ul style="list-style-type: none"> Clear and definitive plan, focusing on the vision. Long term targeted plan in place.
	How do we get there?	<ul style="list-style-type: none"> Designate responsibility for HR management. Leadership from the board and HR committee. Create a long term HR plan
	How do we know we are there?	<ul style="list-style-type: none"> Performance Monitoring and Objectives are in place Long term staff and volunteer retention and a succession plan exists

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Assess current HR operations and determine where gap(s) exist and consolidate and/or streamline HR Functions 	<ul style="list-style-type: none"> Review completed Long term HR and Succession plan(s) completed. Reward & Recognition Plan completed. 	<ul style="list-style-type: none"> End Q2 of 2009 	<ul style="list-style-type: none"> Leadership Team 	<ul style="list-style-type: none"> HR Committee

STRATEGY	Implement a comprehensive training program for all employees and volunteers.	
	Where are we now?	<ul style="list-style-type: none"> • Orientation has significant lack of commitment and buy in from staff at all levels. • There is no board orientation. • Staff orientation committee is in place • Staff training/development committee in place • SITI in place currently
	Where should we be?	<ul style="list-style-type: none"> • A meaningful orientation program that incorporates our entire business exists. • Volunteer recruitment and training is in place • Ongoing training/development program in place • Overall Agency Staff development plan exists
	How do we get there?	<ul style="list-style-type: none"> • Designate responsibility for HR management. • Develop and resource a HR plan • Include training/development in contract and program costing
	How do we know we are there?	<ul style="list-style-type: none"> • HR management responsibility designated • Staff/volunteers meet professional and personal development goals

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> • Create development program in accordance with identified needs. 	<ul style="list-style-type: none"> • Comprehensive development program exists. 	<ul style="list-style-type: none"> • End Q3 2009 	<ul style="list-style-type: none"> • Leadership Team 	<ul style="list-style-type: none"> • Executive Director
<ul style="list-style-type: none"> • Identify Orientation requirements for volunteers & employees. 	<ul style="list-style-type: none"> • Documented Orientation program is in place and being delivered 	<ul style="list-style-type: none"> • End Q3 2009 • Reviewed Annually 	<ul style="list-style-type: none"> • Orientation committee 	<ul style="list-style-type: none"> • Executive Director • HR Committee
<ul style="list-style-type: none"> • HR Chair to develop an overarching statement regarding training and employee development 	<ul style="list-style-type: none"> • Statement Exists 	<ul style="list-style-type: none"> • April 2009 	<ul style="list-style-type: none"> • HR Committee Chair 	<ul style="list-style-type: none"> • Board
<ul style="list-style-type: none"> • Conduct Orientation for 	<ul style="list-style-type: none"> • Orientation conducted 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Orientation Committee 	<ul style="list-style-type: none"> • Executive Director

new employees & volunteers			Employees & Volunteers	• President
STRATEGY	Implement a comprehensive performance management system to monitor staff performance relative to targets and objectives.			
	Where are we now?	• Have systems in place - not followed up with proper regularity		
	Where should we be?	• A performance management system with short and long term objectives and incentives exists • Follow existing QA plan and utilize systems already set up		
	How do we get there?	• Reinforced expectations with supportive infrastructure • Managers have time allotted and number of direct reports is manageable		
	How do we know we are there?	• Performance measures and objectives implemented. • Effective reviews are done in timely manner		

Activities	Completion Statement	Time Frame	Responsibility	Accountability
• Meet with each employee to review & understand career goals and aspirations.	• Career goals & aspirations understood & documented	• Ongoing with Annual Review	• Executive Director for Leadership Team • Leadership Team / Supervisors for Employees	• Executive Director • HR Committee Chair
• For each employee identify areas of developmental (growth) need.	• Relevant & realistic development needs identified and documented for each employee			
• Review current performance management program	• Review completed	• Q4 2009	• Leadership Team	• HR Committee

STRATEGY	Align our overall human resources to meet our service delivery requirements.	
	Where are we now?	<ul style="list-style-type: none"> • Meeting minimum requirements set by licensing, MCFD etc. • Limited resources for administration and supervision.
	Where should we be?	<ul style="list-style-type: none"> • Supported human resources • Effective infrastructure to meet or exceed requirements.
	How do we get there?	<ul style="list-style-type: none"> • Internal assessment of distribution of roles and responsibilities.
	How do we know we are there?	<ul style="list-style-type: none"> • Achieve set targets • Comprehensive HR plan in place

Activities	Completion Statement	Time Frame	Responsibility	Accountability
• Conduct gap analysis	• Gap analysis completed	• End Q2	• Team Leadership	• Executive Director
• Bring Recommendations forward to Board	• Alignment recommendations developed/presented	• End Q3	• Team Leadership	• Executive Director • Board
• Implement Approved Recommendations	• Realistic Infrastructure in place	• End Q4	• Team Leadership	• Executive Director • Board

Objective:	To recruit, develop and retain volunteers for Board of Directors.
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STRATEGY	Review and develop a long term human resources and succession plan	
	Where are we now?	<ul style="list-style-type: none"> No plan currently actualized.
	Where should we be?	<ul style="list-style-type: none"> Board is involved in developing plan. Documented HR plan including succession considerations exists
	How do we get there?	<ul style="list-style-type: none"> Recruit the right people, have a designated point person and documented review procedure Increase size and actively recruit appropriate members
	How do we know we are there?	<ul style="list-style-type: none"> Functioning, Board with documented HR and succession plan. Stakeholder feedback is positive

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Board Performance Management Program 	<ul style="list-style-type: none"> Program Exists 	<ul style="list-style-type: none"> Q2 	<ul style="list-style-type: none"> Executive Committee of Board 	<ul style="list-style-type: none"> President
<ul style="list-style-type: none"> Gap Analysis 	<ul style="list-style-type: none"> Analysis completed and recommendations exists 	<ul style="list-style-type: none"> Q1 		
<ul style="list-style-type: none"> Develop Board recruitment strategy 	<ul style="list-style-type: none"> Strategy Exists 	<ul style="list-style-type: none"> Q1 		
<ul style="list-style-type: none"> Implement recruitment strategy 	<ul style="list-style-type: none"> Strategy implemented 	<ul style="list-style-type: none"> Q2 Ongoing 		

STRATEGY	Implement an education and development program for Board of Directors volunteers.	
	Where are we now?	<ul style="list-style-type: none"> No formal board development process exists
	Where should we be?	<ul style="list-style-type: none"> Orientation program for volunteers and board exists clear process and plan on training board members, is documented and board members feel competent and confident in training they have received
	How do we get there?	<ul style="list-style-type: none"> Identify strengths existing on board and educate on any identified gaps in knowledge. Create Board orientation and training on both the agency and governance procedures.
	How do we know we are there?	<ul style="list-style-type: none"> Board is active, informed and involved.

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Conduct Gap Analysis 	<ul style="list-style-type: none"> Analysis completed and recommendations made 	<ul style="list-style-type: none"> Q3 	<ul style="list-style-type: none"> Executive Committee of Board 	<ul style="list-style-type: none"> President
<ul style="list-style-type: none"> Identify sources for development program(s) 	<ul style="list-style-type: none"> Supply sources identified 	<ul style="list-style-type: none"> Q3 Ongoing 		
<ul style="list-style-type: none"> Secure/Implement development program(s) 	<ul style="list-style-type: none"> Programs selected and implemented 	<ul style="list-style-type: none"> Ongoing 		

Programs

Objective:	To demonstrate leadership in developing and delivering programs that meet the emerging needs of our community.
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STRATEGY	To continuously improve services and programs offered by the B&GC	
	Where are we now?	<ul style="list-style-type: none"> We are all things to all people
	Where should we be?	<ul style="list-style-type: none"> Known and recognized in the Community for our services delivered. Dynamic not reactive approach to meeting the needs of the community Programs evaluated according to contract standards.
	How do we get there?	<ul style="list-style-type: none"> Strategic vision by the Board, implemented by employees Contracts reflect actual need. Program development is based on research and opportunity. Prioritizing needs (and programs) and only doing what we can most effectively do
	How do we know we are there?	<ul style="list-style-type: none"> Program reviews demonstrate effectiveness & efficiency

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Develop program evaluation, review & reporting process and parameters that includes: <ul style="list-style-type: none"> core values of the organization Delivery & financial capability Stakeholder Values Other Community service availability 	<ul style="list-style-type: none"> Review process & parameters in place for new and existing programs 	<ul style="list-style-type: none"> Q1 	<ul style="list-style-type: none"> Leadership Team Program Committee 	<ul style="list-style-type: none"> Program Committee Board
<ul style="list-style-type: none"> Review existing programs in accordance with review parameters. 	<ul style="list-style-type: none"> Reviews conducted annually 	<ul style="list-style-type: none"> Q4 	<ul style="list-style-type: none"> Leadership Team Program Committee 	<ul style="list-style-type: none"> Board

<ul style="list-style-type: none"> Review new/emerging programs in accordance with review parameters 	<ul style="list-style-type: none"> Reviews conducted as required 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Leadership Team Program Committee 	<ul style="list-style-type: none"> Board
<ul style="list-style-type: none"> Develop and document recommendations 	<ul style="list-style-type: none"> Complete and documented recommendations 	<ul style="list-style-type: none"> Q3 	<ul style="list-style-type: none"> Leadership Team Program Committee 	<ul style="list-style-type: none"> Board

STRATEGY	Conduct annual participant surveys to ensure that B&GC remains aware of community needs and the satisfaction level related to each service	
	Where are we now?	<ul style="list-style-type: none"> Quarterly surveys poll various stakeholders and participants.
	Where should we be?	<ul style="list-style-type: none"> Annual surveys a reality
	How do we get there?	<ul style="list-style-type: none"> Setting up an organised and specific process with a fully resourced QA department
	How do we know we are there?	<ul style="list-style-type: none"> Higher responsiveness and quality/relevancy of feedback Surveys support informed decision making

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Review/Revise Feedback mechanisms 	<ul style="list-style-type: none"> Feedback mechanisms are current and appropriate. 	<ul style="list-style-type: none"> Q2 	<ul style="list-style-type: none"> Leadership Team 	<ul style="list-style-type: none"> Program Committee
<ul style="list-style-type: none"> Conduct Regular Surveys 	<ul style="list-style-type: none"> Surveys completed 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Leadership Team 	<ul style="list-style-type: none"> Program Committee Board
<ul style="list-style-type: none"> Ensure action items are followed up. 	<ul style="list-style-type: none"> Action Items completed 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Program Committee 	<ul style="list-style-type: none"> Board

Objective:	To demonstrate leadership in developing effective and innovative models of integrated service delivery that are efficient and sustainable.
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STRATEGY	Identify and action internal and external opportunities for collaboration in service delivery.	
	Where are we now?	<ul style="list-style-type: none"> Minimal internal and external integration and collaboration
	Where should we be?	<ul style="list-style-type: none"> Planning, integration and collaboration is in place
	How do we get there?	<ul style="list-style-type: none"> Implement regular review of internal and external opportunities for program collaboration
	How do we know we are there?	<ul style="list-style-type: none"> Enhanced efficiency of programs working collaboratively. External partnerships with clear operational agreement(s) in place where appropriate.

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Review in collaboration with program review. 	<ul style="list-style-type: none"> Integrated services are provided where relevant 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Leadership Team 	<ul style="list-style-type: none"> Program Committee Board

STRATEGY	Review all contracts with the Agency to ensure that services are being delivered within contractual boundaries.	
	Where are we now?	<ul style="list-style-type: none"> • A general summary is now provided however, reporting is scattered. • No "review" of contracts with contractors for many years • Contracts are out of date, with exception of VIHA.
	Where should we be?	<ul style="list-style-type: none"> • Leadership group regularly reviews all contracts with a report back to board • All contracts are reviewed with parameters adopted by the board, • Annual reviews of deliverables and commensurate budgets undertaken • Annual reviews are conducted with contract managers, BGC leadership and board
	How do we get there?	<ul style="list-style-type: none"> • Hiring of a contract manager. • All managers will review contracts based on a set of criteria approved by the Board. • Regular commentary provided by Management on each contract • Work with MCFD (and other funders) to set up proper contract reviews and recommendations • Update contracts with Ministry (contract writing template), actively involve board and Executive Director
	How do we know we are there?	<ul style="list-style-type: none"> • Annual reviews (with agency budget approval) and updating of contracts will be documented in our QA plan.

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> • Review each contract against the program or service contracted for. 	<ul style="list-style-type: none"> • Contract review documented and reported to Board 	<ul style="list-style-type: none"> • Annual 	<ul style="list-style-type: none"> • Program Supervisor / Manager • Executive Director • Program Committee 	<ul style="list-style-type: none"> • Program Committee • Board

Facilities

Objective:	To maximize the effective use of all agency assets.
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STRATEGY	Review and assess the suitability of facilities with respect to program delivery.	
	Where are we now?	<ul style="list-style-type: none"> Facilities committee established.
	Where should we be?	<ul style="list-style-type: none"> Quarterly updates and planning on space and capital land cost and risk Facilities are used effectively with open communication flow
	How do we get there?	<ul style="list-style-type: none"> Annual review of facilities use, including budget considerations in programs reports - brought together to responsive annual agency facility plan
	How do we know we are there?	<ul style="list-style-type: none"> Agency is well positioned for future growth, facilities plan exists with effective use of facilities.

Activities	Completion Statement	Time Frame	Responsibility	Accountability
<ul style="list-style-type: none"> Develop facility evaluation, review/reporting process and parameters 	<ul style="list-style-type: none"> Review process & parameters in place for all facilities 	<ul style="list-style-type: none"> Q1 	<ul style="list-style-type: none"> Facilities Committee 	<ul style="list-style-type: none"> Board
<ul style="list-style-type: none"> Review existing facilities in accordance with review parameters. 	<ul style="list-style-type: none"> Reviews conducted annually 	<ul style="list-style-type: none"> Q4 	<ul style="list-style-type: none"> Leadership Team Facilities Committee 	<ul style="list-style-type: none"> Board
<ul style="list-style-type: none"> To ensure availability of suitable physical resources to support program delivery. 	<ul style="list-style-type: none"> Reviews conducted as required 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Leadership Team Facilities Committee 	<ul style="list-style-type: none"> Board
<ul style="list-style-type: none"> Develop Recommendation Document outlining 	<ul style="list-style-type: none"> Recommendation document(s) completed and presented 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Leadership Team Facilities Committee 	<ul style="list-style-type: none"> Board

appropriate facilities and those that are not				
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Appendices

A - Victoria Overview

Boys & Girls Club Services of Greater Victoria was founded in 1960 and, while locally autonomous, is part of a national and international movement that is over 100 years old. Our funding comes from a variety of sources: the United Way, Federal, Provincial and Municipal Governments, service clubs, national and local businesses, foundations and individuals as well as through special events, memberships and fees for service.

Boys & Girls Club Services has evolved into Victoria's prime youth-serving organization that is dedicated to providing a continuum of services that promote the development of those assets – experiences, opportunities and internal capacities – that all people need to achieve health and success. In addition to our four community clubs located in Esquimalt, Central Saanich, the Westshore and downtown, we also offer a wide variety of specialized services for specific sectors of “at risk” youth.

Open to all, we are especially cognizant of the multitude of economic and social challenges many children, youth and families face. Boys and Girls Club Services staff show kids and families they care and they are there to help.

We don't ask if the glass is half full or half empty – we say fill the glass!

B - History

Boys' Clubs originated in the United States in New York in 1876 and the first Boys Club in Canada was established in Saint John, New Brunswick in 1900. The industrialization of the 1800s and the migration of families to urban centres found those families struggling to keep their children out of trouble. And what originally began as a desire to provide meaningful and constructive activities to keep young boys off the streets developed into an international organization that has the healthy development of children and youth at its heart. Today there are 103 Clubs operating in communities across Canada and over 2,000 in the United States.

The Victoria Boys' Clubs was founded through the vision of the late Colonel R.O. Bull. In the 1950s Colonel Bull had been Vice President and General Manager of Gairdner and Company in Toronto, a large investment firm. A trip to his doctor and the doctor's advice to take it easy, found Colonel Bull and his wife retiring and moving to Vancouver Island.

Before retiring Colonel Bull had heard much about, and been highly impressed with, an organization that was operating in the east – a Canadian version of a program that also appeared to be working well in the U.S. and in Britain. It was known as Boys' Clubs, and its goal was to provide opportunities for boys who might otherwise not have had many.

When he and his wife moved to Victoria, however, he found there was no Boys' Club, nor anything like it, operating on Vancouver Island. After much consideration, he made up his mind to establish a Boys' Club in Victoria. This would be his living memorial to his son who had been a pilot with the RCAF, a flying officer. Like so many young Canadian air force pilots, he had not come home from the Second World War, shot down and killed in 1943. This would be a project of which his son would approve.

The Colonel started meeting with a number of other business people and professionals he'd met in Victoria, and discussing how best they could bring this dream to life. At the same time, he approached City Hall to talk about finding suitable space for the club, and the National Boys' Club organization to ensure the Victoria branch would be formally recognized.

With the aid of City Council and various other community organizations, the Board was able to secure a lease of the old fire hall at Yates and Camosun Street. Col. Bull and his wife personally covered the cost of the substantial renovations to the 1899 building and the Boys' Club of Victoria was officially opened on December 23, 1960 by Lieutenant-Governor George Pearkes. At the opening, then Vice-President, the late D'Arcy McGee, outlined the vision he and the others involved had for the Club. "At no time in our history has there been a greater need for the guidance of our youth in sound Christian principles and democratic procedures," he said. "This Club will be a home and a haven for many, and it will break down social barriers. Boys of all types can come here with any troubles or problems they have, and they will receive good counsel and guidance."

It took only six weeks before the club had reached and surpassed its goal of 300 members. By the middle of February, the Executive Director was going public with his need for more adult leaders because membership had risen to 365 and more supervision was needed. But the boys, and the adults, just kept on coming. By April there were 500 members and enough leaders to supervise them.

With the motto ‘IT IS BETTER TO BUILD BOYS THAN MEND MEN’ the great adventure had truly begun.

(Note: After several years of providing programs for girls in Victoria, our local organization officially changed its name to Boys’ & Girls’ Club of Greater Victoria in 1975. In 2000, on the occasion of our 40th Anniversary, we merged with sister organization, Coastal Community Services, to form Boys & Girls Club Services of Greater Victoria.)

C - Standards of Practice

- Agency staff will provide a service that incorporates family involvement.
- Programs will incorporate a systems approach in both assessment and services.
- Services will be based on goals mutually established in conjunction with children, youth and families.
- Agency staff will utilize an empathic, respectful approach to all provision of services.
- Goal attainment will be positive, building on current strengths and resources.
- Developmental processes will be evaluated and taken into consideration in all assessments and services.
- Professional documentation will be kept on an ongoing basis.
- Confidentiality will be observed at all times.
- Professional levels of supervision will be maintained with provision of ongoing training and encouragement of professional development