

# STRATEGIC PLAN

2025 - 2028

GROWING  
TOGETHER,  
CREATING  
OPPORTUNITIES





# INTRODUCTION TO OUR STRATEGIC PLAN

I am excited to introduce BGC Okanagan's strategic plan for the next three years, which centers on stabilizing our operations and administration while continuing to drive strategic growth. In today's environment, our ability to adapt and stabilize our systems and continue to innovate are crucial to our long-term success.

Our focus will be on 6 buckets: cultivate a thriving workplace, foster a culture of belonging, inspire investment, elevate influence, deepen and expand our life-changing impact and strengthen operational excellence. By strengthening our core capabilities, we will create a solid foundation that supports our current operations and future initiatives. This plan is not just about maintaining our current trajectory - it's about positioning ourselves as leaders in our sector and in the communities we serve throughout the Okanagan.

We will embrace growth, continue to stabilize systems, and enhance our programs and services. Each of you plays a vital role in our journey, and your insights will be key to identifying and seizing growth opportunities.

Together, we are embarking on an exciting chapter, where stabilization sets the stage for us reaching our vision.

Thank you for your commitment to our shared success!

Jeremy Welder, CEO





## OUR VISION

All children and youth discover and achieve their dreams and grow up to be healthy, successful, and active participants in society.

## OUR MISSION

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

## Our Core Values

### Belonging

We welcome everyone in a safe, accepting environment based on belonging and positive relationships.

---

### Respect

We ensure that everyone—children, youth, families, volunteers, staff—is heard, respected, valued and treated fairly.

---

### Encouragement & Support

We encourage and support every child and youth to play, learn and grow to achieve their dreams.

---

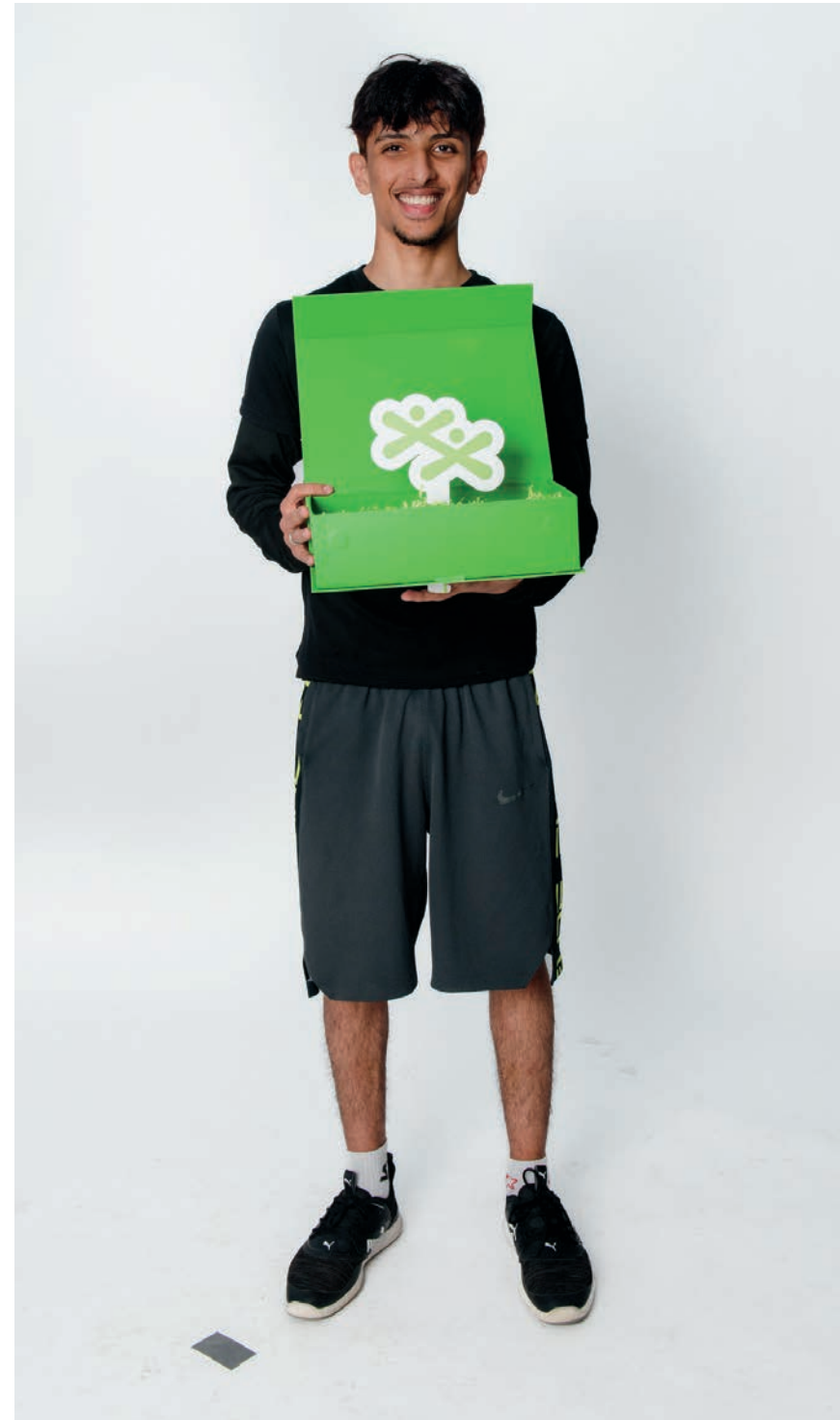
### Working Together

We work together with young people, families, volunteers, our communities and governments.

---

### Speaking Out

We speak out for children, youth and families so that we can make our world better.



# OUR PLAN



## CULTIVATE A THRIVING WORKPLACE

BGC Okanagan continues to strive to be an employer of choice. A tighter labour market and inflation presents challenges. This plan details how BGCO will attract and retain top talent through a comprehensive strategy that includes evaluating impact and workforce culture, increasing training, and focus on total compensation.



## FOSTER A CULTURE OF BELONGING

Over the next three years, we want to enhance our commitments to equity, diversity and inclusion along with our programming through renewed strategy and additional training. We are focused on taking meaningful actions in support of our journey towards reconciliation. We are committed to prioritizing and resourcing our work in EDI and Truth and reconciliation through; reaching more indigenous youth, providing culturally relevant programming, adapting our existing frameworks, fostering partnerships, and offering cultural education opportunities for staff.



## INSPIRE INVESTMENTS IN BGCO

BGCO needs sustainable, diversified and flexible funding to be successful. Meeting inflation is not enough – our plan outlines that revenues must exceed this nominal target. When we speak about future-proofing our Clubs to ensure stability, these diverse funding strategies will ensure we are on the right track.

# OUR PLAN (CONTINUED)



## ELEVATE OUR INFLUENCE

It's time to claim our place as one of the Okanagan's leading child and youth service organizations. This includes active brand championing initiatives and local advocacy to show that we are leaders in helping to solve the critical social issues facing children and youth. We'll work collaboratively to make our voice heard and elevate our incredible community champions, success stories, and alumni who know the incredible impact a Club can have.



## DEEPEN & EXPAND OUR LIFE-CHANGING IMPACT

Over the next 3 years BGCOC needs to take a strategic approach to growing services. We want to ensure that we are focused on areas of growth that align with our Mission, Vision and Values and that build on our organizational strengths. This will include evaluating programs and services that we are currently involved with, looking at whether we should be continuing to offer them, and in some cases transitioning out of the program or service to create capacity to more strategically grow participant numbers and/or program offerings.



## STRENGTHEN OPERATIONAL EXCELLENCE

For BGCOC to be successful, we need to excel in the operations and administration needed to build stronger Clubs. This includes investments in technology infrastructure to ensure we have the systems needed and invest in the human resources required to support our operations administratively.





## CULTIVATING A THRIVING WORKPLACE

BGC Okanagan continues to strive to be an employer of choice. A tighter labour market and inflation presents challenges. This plan details how BGCO will attract and retain top talent through a comprehensive strategy that includes evaluating impact and workforce culture, increasing training, and focus on total compensation.

### CLUB OBJECTIVES

BGC Okanagan will increase training including resilience training.

BGC Okanagan will focus on total compensation.

BGC Okanagan will ensure that all Leadership positions have secession plans.

BGC Okanagan will create a culture of taking care of our staff.





## FOSTER A CULTURE OF BELONGING

Over the next three years, we want to enhance our commitments to equity, diversity and inclusion along with our programming through renewed strategy and additional training. We are focused on taking meaningful actions in support of our journey towards reconciliation. We are committed to prioritizing and resourcing our work in EDI and Truth and reconciliation through; reaching more indigenous youth, providing culturally relevant programming, adapting our existing frameworks, fostering partnerships, and offering cultural education opportunities for staff.

### CLUB OBJECTIVES

BGC Okanagan is committed to prioritizing and resourcing our work in EDI and Truth and reconciliation.

BGC Okanagan will adapt our existing frameworks to create inclusivity for all who work in and access our programs.

BGC Okanagan will foster partnerships with Indigenous organizations.

BGC Okanagan will offer cultural education opportunities for staff and Board Members.

BGC Okanagan CEO and Board Members will commit to furthering their EDI learning journey.





## INSPIRE INVESTMENTS IN BGCO

BGCO needs sustainable, diversified and flexible funding to be successful. Meeting inflation is not enough – our plan outlines that revenues must exceed this nominal target. When we speak about future-proofing our Clubs to ensure stability, these diverse funding strategies will ensure we are on the right track.

### CLUB OBJECTIVES

BGCO will have sustainable, diversified and flexible funding.

BGCO will build sustainable partnerships that strengthen our organization and align with our Vision, Mission and Values.





## ELEVATE OUR INFLUENCE

It's time to claim our place as one of the Okanagan's leading child and youth service organizations. This includes active brand championing initiatives and local advocacy to show that we are leaders in helping to solve the critical social issues facing children and youth. We'll work collaboratively to make our voice heard and elevate our incredible community champions, success stories, and alumni who know the incredible impact a Club can have.

### CLUB OBJECTIVES

BGC Okanagan will develop an internal and external communications strategy to effectively interface and reach the public and employees.

BGC Okanagan will increase our Social Media presence.

BGC Okanagan will improve our website by utilizing simplicity of language ensuring our message is clear.

BGC Okanagan will actively advocate annually with local government / local politicians (policy, funding, brand awareness, etc).





## DEEPEN AND EXPAND LIFE CHANGING IMPACT

Over the next 3 years BGC Okanagan needs to take a strategic approach to growing services. We want to ensure that we are focused on areas of growth that align with our Mission, Vision and Values and that build on our organizational strengths. This will include evaluating programs and services that we are currently involved with, looking at whether we should be continuing to offer them, and in some cases transitioning out of the program or service to create capacity to more strategically grow participant numbers and/or program offerings.

### CLUB OBJECTIVES

BGC Okanagan will evaluate programs and services that we are currently offering and consider consolidation or contractions of programs, in order to strategically grow participant number and/or program offerings.

BGC Okanagan will continue to collaborate with other organizations to deliver the best possible programs to the communities we serve.

BGC Okanagan's Club leadership and Boards will understand and implement best practices related to risk management including child protection strategies.





## STRENGTHEN OPERATIONAL EXCELLENCE

For BGC to be successful, we need to excel in the operations and administration needed to build stronger Clubs. This includes investments in technology infrastructure to ensure we have the systems needed and invest in the human resources required to support our operations administratively.

### CLUB OBJECTIVES

BGC Okanagan will stabilize and build a strong Administrative Staff by adding new positions to our People and Culture and Finance teams.

BGC Okanagan will invest in the technology infrastructures required to ensure our staff are properly supported, their work is streamlined and all necessary security measures are in place.





**BGCO.CA**

 **bgc** Okanagan