



4-H British Columbia

Strategic Plan Jan 2021 to Dec 2023

About 4-H British Columbia

4-H is an organization dedicated to young people. The purpose of the 4-H program is to prepare youth for their future as adult citizens. Across British Columbia, the program provides young people with an opportunity to learn how to become productive, self-assured adults who can make their community and country a good place in which to live.

These goals are pursued through project and program work, experiences with 4-H club members and leaders and their participation in district, regional and provincial, national and even international programs. While members most often enroll in projects related to animal husbandry (e.g. beef, dairy, horse, sheep, swine etc.), some choose projects that reflect a wide range of other skills. Projects and programs are available under all four of the 4-H Canada leadership development pillars:



As of fall 2020, 4-H British Columbia is comprised of more than 2,100 members and approximately 590 leaders organized into 137 clubs in eight regions across BC and the Yukon. Members of 4-H British Columbia range from age 6 through 25. The ratio of female to male members is approximately two to one, and approximately three-quarters of members report they live on farms or in rural areas.

4-H British Columbia office staff, based in Vernon, administer 4-H activities, working in partnership with Ministry of Agriculture Youth Development Program staff who deliver 4-H British Columbia project and program content throughout the province.

4-H British Columbia is supported by the British Columbia Ministry of Agriculture, according to the terms of a formal 4-H Partnership Agreement. Together with community and industry sponsors, and 4-H British Columbia Foundation donors, 4-H continues to thrive and grow in an evolving and challenging environment.

The Planning Process

This strategic plan was developed by a strategic planning committee comprised of members who represented a wide range of regions and roles across 4-H British Columbia. This plan builds on the focus

areas identified in the 2017-2020 strategic planning and accounts for new challenges faced by the organization in 2020.

The draft was presented to Provincial Council for approval in September 2020.

A Path to Success

This strategic plan is intended to serve as a living document, a working guide to help align the efforts of staff, volunteers, partners and members towards shared success. The infographic on page 4 and the summary of priorities and objectives (page 5) present a high-level overview of the major components of the plan. For clarity, definitions of these components are provided below:

Term	Definition
Mission	<ul style="list-style-type: none"> • Describes the organization’s purpose and reason for being • All about us: how we are unique, who we serve and where • Guides organizations towards reaching their vision: <ul style="list-style-type: none"> ○ Guide for decision-making and strategic actions that reflect core values ○ Motivates staff to action ○ Attracts staff and partners to the organization, based on shared goals
Vision	<p>Inspirational and energizing, all about results for our customers</p> <ul style="list-style-type: none"> • Tells stakeholders about the future you exist to help create for them • Presents a vivid idealized description of a desired outcome • Guides long term thinking and provides long term focus • Motivates the organization to work towards creating this future state for stakeholders
Values	<ul style="list-style-type: none"> • Non-negotiable, guiding principles
Strategic Priorities	<ul style="list-style-type: none"> • Major areas of focus enabling movement from the present to a desired future state • Typically, three to five in number, a mix of internal and external foci • Clear statements of shared priority for an organization and all its activities • Indicators of intended action • Interconnected and interdependent
Objectives	<ul style="list-style-type: none"> • Subsets of activity that together will make progress towards achievement of a strategic priority • May be concurrent or consecutive • SMART (Strategic, measurable, achievable, realistic, timely)
Activities	<p>“Making it so” – everything we do, day to day, to implement the plan.</p>
Outcomes	<p>A measurable change in knowledge, attitude/belief, condition/state or behaviour/action.</p>

The balance of this document provides further details for each of those components as they apply to the priorities and activities of 4-H British Columbia 2021 through 2023.

4-H British Columbia Values



The role of values in strategic planning is to provide a behavioural framework for decisions and actions. When tough decisions must be made, these values point the way to the right choice.

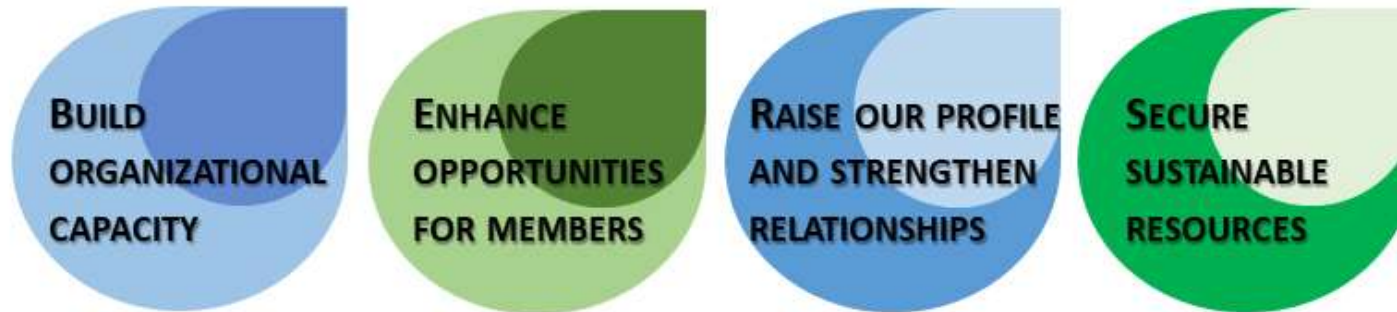
As part of the approval of this Strategic Plan, 4-H British Columbia has **formally adopted the 4-H in Canada Positive Youth Development formula as represented in the above diagram as our values.**

STRATEGIC PLAN 2021 through 2023

Mission

4-H British Columbia builds awareness of agriculture, inspiring educating and supporting youth to reach their full potential

To succeed in this mission, over the next three years our efforts will focus on these four strategic priorities:



We will measure and monitor our progress, to ensure that we are always making concrete progress in moving closer to our vision:

Vision

Empowered and skilled young people committed to making positive change in their communities

Strategic Priorities and Objectives



The Plan in Detail

Strategic priorities are the major areas of focus enabling movement from the present to the desired future state: the way that the organization acts on its mission to achieve its vision. Each is associated with a number of objectives: subsets of activity that together will make progress towards achievement of a strategic priority. Over the next three years, the subsets of activity are the efforts we plan to implement in order to pursue our objectives and achieve our measurable outcomes.



1. Build Organizational Capacity

In order to continue developing and delivering high quality programming, we rely on volunteers and leaders at every level – in local clubs, districts and regions, on the Provincial Council and in the 4-H BC Foundation. This Strategic Priority underscores their importance, and restates our commitment to supporting them with training, resources and effective governance.

This priority also recognizes the importance of our small group of staff members, who are the “glue” that keeps 4-H Clubs and activities connected across British Columbia’s unique geography and the distance between communities with 4-H clubs. We recognize that one crucial task of the Provincial Council is to maintain a cooperative, supportive relationship with the Manager, who in turn provides direct supervision and leadership to the staff team. We rely on them, along with partners in the Ministry of Agriculture’s Youth Development Program, to support volunteers and deliver program activities in all regions.

Objective 1a) Build Leadership Capacity for Regional and District Councils

Activities:

- Support district and regional councils to build their capacity
- Perform a scan of governance and leadership resources used in other provinces
- Establish digital storage system for district/regional council record keeping and working documents
- Provide meeting platform to enable groups to meet virtually, to be combined with the online storage platform

Measurable Outcomes:

- Develop a series of training resources for use at council meetings
- Develop toolkit of standardized council resources for use at all levels
- Develop template for minimum district and regional standards
- Develop set of basic district and regional policies
- Build a training schedule to help leaders run district/regional councils

- Report on governance and leadership resources used by councils in other provinces, with recommendations for possible adoption in BC
- Digital storage system is active and includes a list of key documents that are required
- Virtual meeting platform is active and available to all councils

Objective 1b) Strengthen and Support Leaders at the Club Level

Activities:

- Continue to assess leadership training needs, and regularly update and improve leadership training based on findings
- Develop resources and implement processes around conflict management; promote their use by volunteers and leaders at all levels
- Implement the new 'Youth Safety at 4-H in Canada' policy and train leaders, as part of the accreditation requirements
- Develop resources around mental health
- Evaluate leader mentorship program needs at the club level

Measurable Outcomes:

- Leadership training up to date and delivered in each region annually
- 4-H Conflict Resolution, Grievance and Appeals Policies are well understood by volunteers and applied appropriately
- New training module including Youth Safety at 4-H in Canada policy
- Research options and needs around mental health and connect with other provinces and 4-H Canada to explore collaboration or sharing opportunities
- Test online leader round table mentorship concept

Objective 1c) Professionalize Human Resources Management

Activities:

- There is a business continuity plan in place with the Board of Directors in the event of the absence of senior leadership or business emergencies
- Provincial Council to implement a formal annual manager review and feedback process based on objective criteria and including a compensation review
- Manager updates and maintains up to date job descriptions for all staff (reviewed every three years)
- Manager conducts annual performance reviews for all staff each year
- Review and recommend updates for HR manual every 3 years to Provincial Council

Measurable Outcomes:

- Approved business continuity plan added to Governance Manual
- Develop process and template for inclusion in Governance Manual to provide structured, objective feedback to support the professional development and success of the Manager
- Current job descriptions for all staff are on file
- Annually, performance reviews are completed on anniversary of start dates, and results placed on file consistent with commonly accepted human resources management standards
- Improved professional human resource practices are implemented to motivate staff and reduce turnover.

Object 1d) Increase Governance Capacity**Activities:**

- Provincial Council undertakes a review of its structure and composition to ensure leadership and expertise/skills are available as required by the organization
- Maintain annual Provincial Council self-assessments, Fall every year
- Maintain an annual Provincial Council governance development activity based on needs identified through the self-assessment
- Provincial Council leads by example and ensures that succession planning is formalized at all levels of 4-H British Columbia, including 4-H Clubs, District Councils, Regional Councils, Provincial Council and Foundation
- Formalized on-boarding process for new Provincial Council members
- Update the Governance Manual
- Provincial Council members and Manager, 4-H British Columbia maintain a monitoring plan and the Provincial Council regularly reviews progress of implementation of this strategic plan

Measurable Outcomes:

- Provincial Council to complete a review of its structure and composition and reached a decision regarding the best way forward to ensure that appropriate leadership and expertise/skills are available amongst its members, as required for organizational effectiveness
- Each year the Provincial Council assesses its own performance against established non-profit sector norms, and engages in governance education activities to address any knowledge gaps or skills development identified through that assessment
- The 4-H British Columbia Provincial Council, as a volunteer non-profit governing organization, evolves and builds leadership capacity and confidence to partner with the 4-H British Columbia Manager for overall organizational growth and prosperity
- There is a process, opportunity and established path for succession planning for 4-H Leaders and 4-H Volunteers to progress through Club and Councils ranks as well-prepared candidates to take on increasingly senior volunteer roles in 4-H British Columbia

- Orientation program for new board members is formalized and documented in Governance Manual, new board members are receiving orientation prior to their first meeting
- Governance Manual is current and accessible on the Provincial Council secured website
- Provincial Council maintains a current, accurate understanding of the progress being made on implementation of this strategic plan, through regular review of the strategic plan monitoring dashboard.

2. Enhance Opportunities for Members

When we asked them what they liked most about 4-H British Columbia, our members told us:

- The people: making new friends, spending time with people with similar interests, being a part of a group and having fun
- Spending time with and learning about animals/agriculture, including fairs and showing animals
- Diversity of projects: developing new skills, learning new things and gaining confidence
- Opportunities like provincial programs, trips, scholarships and camps
- Mentoring younger members

This strategic priority encompasses three objectives that together seek to maintain and enhance these features of 4-H British Columbia, as well as making it easier to enroll in our program, through implementation of new electronic tools. This is the core of our work, and the other three strategic priorities combine to support this one.

Objective 2a) Enhance Projects for Members

Activities:

- Conduct reviews of and revise five projects by 2023
- Design and implement one new project by 2023
- Develop risk management framework for projects and programs
- Explore opportunities for online learning for new or potential 4-H members
- Evaluate online member mentoring program need across clubs, for similar peer-based groups (for more senior members)

Measurable Outcomes:

- By 2023, project reviews and revisions are completed for five projects
- By 2023, one new project is designed and implemented for members aged nine to 21 years
- Develop a risk management checklist to help assess the safety of 4-H project and programs
- Pilot at least one online learning project
- Test online member round table mentorship concept

Objective 2b) Enhance and Maintain Online Enrolment

Activities:

- Maintain and continually improve online enrollment system
- Implement online payment platform for assessment fee payments
- Develop online portal for scholarships and program applications
- Develop tracking system within online enrollment system for leader training
- Develop Awards Tracking system within online enrollment system

Measurable Outcomes:

- 95% of all 2021 club enrolments for 4-H British Columbia are completed online
- Online payment system operational for 2021
- Active scholarship and program application portal by 2023
- Leader training tracking system implemented within enrollment system
- Discovery for process, forms, licenses to develop online awards tracking

3. Raise Our Profile and Strengthen Relationships

Research conducted as part of our strategic planning process revealed that our members, staff and volunteers share the view that 4-H British Columbia would benefit from a higher profile with all our key external stakeholders – the people outside the organization to whom we look for financial and in-kind support, including potential members and volunteers. We also heard that we need to ensure the effectiveness of our internal communications. Like many other provincial organizations, we're challenged by the size and diversity of our province, and by the many media and priorities with which we compete for our members' and volunteers' attention.

Efforts to address external and internal communications should strengthen the foundation on which we will base all partnership, membership and volunteer recruitment campaigns in the next three years.

Objective 3a) Strengthen Marketing and External Communications

Activities:

- Design, obtain resources for and implement an integrated province-wide branding, marketing and awareness plan, including activities at the Provincial Council, club, district and regional level and in partnership with the 4-H BC Foundation and 4-H Canada
- Encourage increased engagement by all 4-H BC members and leaders
- 4-H members and leaders engage with the organisation in more meaningful ways
- Ensure all members, leaders and clubs are using the correct 4-H logo, brand
- Increase public awareness of 4-H

Measurable Outcomes:

- Completed plan with recommendations on potential new external opportunities
- Conduct research with other provincial 4-H organizations to learn about best practices for branding, marketing and external communications
- More club level stories shared on social media and in the newsletter
- Increase in two-way communication with our membership by 2023
- Everyone in the 4-H British Columbia community will be using the correct logo and branding by year end 2023
- Measure changes in public awareness before and after implementation of the branding, marketing and awareness plan - set targets for annual increases based on baseline set in 2020
- The number of people following 4-H British Columbia on social media increases by 200% by 2023, compared to 2020

Objective 3b) Improve Effectiveness of Internal Communications**Activities:**

- Conduct a review of 4-H British Columbia secured web pages for content, functionality and user experience
- Continue analysis to better understand which social media platforms are used by our membership and leadership, in order to maximize internal communication efforts by using appropriate social media channels
- Increase marketing of program opportunities for youth and adults
- Annual communication within 4-H community about the strategic plan priorities

Measurable Outcomes:

- Secured pages are functional, up to date and easy to navigate
- Annual review of social media platforms
- Develop outcomes reports and videos for all programs
- Communication with 4-H councils, clubs, and 4-H BC Foundation about strategic plan priorities

Objective 3c) Implement Targeted Membership and Volunteer Recruitment Efforts**Activities:**

- Conduct research with other provincial 4-H organizations and like-minded BC youth and volunteer-driven organizations, to learn about best practices for membership and volunteer recruitment and retention
- Design, obtain resources for and implement membership recruitment plan, including strategies for effective recruiting in ethnic minority communities

- Design, obtain resources for and implement volunteer recruitment plan, including strategies for effective recruiting in ethnic minority communities
- Secure ongoing funding for Volunteer Support Coordinator position

Measurable Outcomes:

- Report with recommendations on best practices for recruitment
- Membership recruitment plan developed
- Each year 2020 through 2023, youth membership increases by five percent compared to the previous year
- Volunteer recruitment plan developed
- Each year 2020 through 2023, number of volunteers increase by five percent compared to the previous year
- Track and monitor tenure of members and volunteers
- Volunteer support Coordinator position is maintained to provide support to new volunteers and clubs, thereby increasing volunteer success and retention

Objective 3d) Assess Potential for Partnering with Organizations with Shared Interests

Activities:

- Continue research to identify potential partner organisations
- Formalize relationships with third-party events (e.g. fairs and exhibitions) that host 4-H shows

Measurable Outcomes:

- Develop a list of the partner organisations, and consider 2 or 3 organisations for partnership projects each year
- Establish formal agreements through MOU or event agreements with third party events

4. Secure Sustainable Resources

The keys to success in this strategic priority are a mix of effective government relations, sponsorships and donations.

The cornerstone of 4-H British Columbia's financial stability is the Memorandum of Understanding (MOU) 4-H Program Partnership Agreement in place between British Columbia Ministry of Agriculture and British Columbia 4-H Provincial Council. Signed Feb 6, 2015, and in effect to March 31, 2025, it outlines the responsibilities of each Partner for the long-term growth of 4-H British Columbia. The annual financial contribution and in-kind Youth Development Program staff resources are acknowledged by all as essential, and at the same time, the MOU makes it clear they are 'subject to budget appropriation in any fiscal year'.

Over and above this essential government commitment, the 4-H Provincial Council Board of Directors, together with 4-H British Columbia participants, supporters and Alumni, must take leadership and responsibility to secure new and additional sustainable resources for the long term growth of 4-H British Columbia into the future. To achieve the targets, we've set for ourselves in this strategic plan, we need to ensure we have a reliable financial base. This strategic priority describes the efforts we'll make to put that solid underpinning in place.

Objective 4a) Implement an Integrated Fund Development Strategy, in Partnership with 4-H BC Foundation

Activities:

- Updated a 5-Year integrated Fund Development Plan with annual targets for all revenue source categories, including:
 - Maintaining and building upon 4-H internal income (club assessment program, program registrations, and 4-H Store) to administer 4-H British Columbia
 - Building sponsorship with businesses and organizations to support 4-H program
 - Increasing donations from 4-H Alumni, individuals, businesses and organizations to add to 4-H BC Foundation investments that support 4-H British Columbia programs
- Provincial Council continues to communicate annual 4-H British Columbia priorities and budget requirements to 4-H BC Foundation in support of the Foundation's annual disbursement requirements

Measurable Outcomes:

- Provincial Council's annual program plan is shared with Foundation based on a clear link to one or more priorities in the Strategic Plan, and reflecting of Foundation's annual anticipated disbursement budget and priorities which focus on program and fund development support
- Internal income targets meet or exceed annual revenue targets annually starting in 2021
- Sponsorship activities meet or exceed revenue targets, including retention of existing provincial Sponsors and addition of new Sponsors with outcome of annual provincial sponsorship up from 2% to 10% of operating budget by 2023
- Fundraising activities meet or exceed our revenue targets annually starting in 2020
- Provincial Council's annual program plan is shared with Foundation based on a clear link to one or more priorities in the Strategic Plan, and reflecting of Foundation's annual anticipated disbursement budget and priorities which focus on program and fund development support

Objective 4b) Refine, Implement and Communicate our Government Relations Program

Activities:

- Develop and implement a multi-year Government Relations Program that includes engagement of 4-H British Columbia leaders and members with government representatives at the municipal, regional, and provincial levels, and a process for recording and monitoring these activities

Measurable Outcomes:

- Increased engagement of 4-H British Columbia leaders and members with government representatives at the municipal, regional, and provincial levels (based on reporting and tracking activity, year to year)
- Connections with the Ministry decision-makers will strengthen resulting in full delivery of planned educational programs and resources through the 4-H/Youth Development Team staff partnership

Looking Ahead

It is the organization's intention that his 4-H British Columbia Strategic Plan will be a "*living, breathing, and evolving plan*" that guides our success between 2020 and 2023. As such, from time to time we will consider opportunities or challenges as they arise and determine the need to alter this plan, removing some activities and adding others that we believe will be more likely to achieve our identified goals.

Questions about this plan should be directed to the 4-H British Columbia Provincial Council. We look forward to working with our leaders, members and volunteers across the province to bring it to life.

Acknowledgements

This plan is the result of the input and advice via the professional and volunteer efforts of the 4-H Strategic Planning Committee, with consulting support from Eben Louw of MNP, Abbotsford, BC.

Members of the Strategic Planning Committee are:

- Gordon Bryant, President, 4-H BC Foundation
- Heather Serafini, Provincial Council Past-President
- Sarah van Heeswijk, Manager, Youth Development Program, Ministry of Agriculture
- Hannah, Boulton, Youth Advisory Committee Member
- Tanya Molle, Leader at Large, 4-H British Columbia Provincial Council
- Aleda Welch, 4-H British Columbia Manager
- Emily Beattie, Youth Ambassador