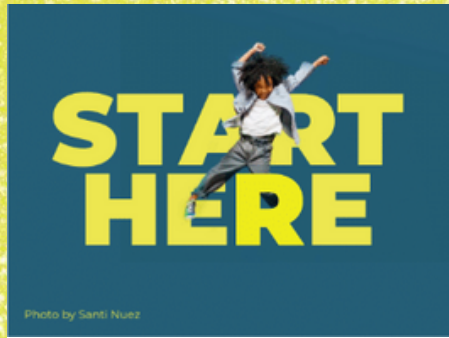


STRATEGIC PLAN 2022-2025



Every youth in South Western Ontario
is inspired by a JA experience

PURPOSE

JA South Western Ontario youth are empowered with the skills, experiences, attitudes and connections to thrive and shape our society and economy

GROWTH ASPIRATIONS

- By end of June 2025, annually deliver 42,000 program experiences for youth with a minimum of 65% in programs that are considered “Prepare or Succeed”
- Increase the annual participation rates in priority regions to a minimum of 10% of Grade 4-12 students
- Ensure every school board has a program
- Generate \$2 million in annual revenue by year 3
- Secure 8 multi-year sponsorships/funding agreements
- Secure at least one new strategic partnership per year



STRATEGIC PLAN 2022-2025



OBJECTIVES AND KEY RESULTS

Increase the reach and impact of JA Programs

By end of June 2025, annually deliver 42,000 program experiences for youth with a minimum of 65% in programs that are considered “Prepare or Succeed”

By end of June 2025, achieve 10% market penetration for Grades 4-12 in priority regions

Increase proportion of program participation of at-risk youth by 10% and develop 2 partnerships to deliver programs for Indigenous youth

Ensure financial sustainability

Achieve \$2 million in annual revenue by 2025

Diversify revenue, with no more than 10% coming from events and no more than 15% coming from national accounts

Maintain minimum of 6-month reserve

Maintain annual expense ratio of 95%

Build an active/committed community

Increase the number of active volunteers by 50% per year each year

Ensure the JASWO board and program volunteers are representative of the communities we serve, including 20% of board and program volunteers who identify as BIPOC, LGBTQIA2S+ or as people with disabilities, and 50% who identify as female

Involve 10 new alumni in a meaningful way each year over the next 3 years

Operate with excellence

Manage 80% of our core business activities through integrated technologies (CRM and other systems)

Increase the representation of diverse employees

Improve NPS year over year

Develop a plan to optimize facilities to further mission and strategic objectives

Elevate the brand and raise awareness of JA

Implement and leverage new branding, adding new local resources including 10 stakeholder stories (using videos and dynamic imagery) per year as well as 50 new quality photos per year (following JAWW guidelines)

Increase engagement (website traffic and conversions, social media followers and activity) year over year

Create relationships with 10 organizations over 3 years who consult with JA for insights and knowledge related to our pillars/mission, signaling that JASWO is recognized as a thought leader in the communities we serve