Everything she wants to be.

2018-2020 Strategic Plan
Vision & Mission

Vision:
A better world, by girls.

Mission:
To be a catalyst for girls empowering girls.
Introduction

In 2016, Girl Guides of Canada–Guides du Canada (GGC) embarked on a journey, laying the foundation for significant change that will ensure we are relevant today and well into the future. This strategic plan represents an important milestone on the journey, providing the framework to make certain everything we do directly benefits girls.

Over the past 20 months we’ve talked with thousands of girls and their parents, Guiders, and members of our communities. We’ve reflected on where we have been as an organization and, more importantly, what we need to do as we move forward. Key to what we have learned is that we can’t just sit back, because the world girls live in changes at such a rapid rate. It is imperative that GGC keep pace in order to meet their needs, and to remain sustainable as an organization.

The following strategic plan is built upon four strategic priorities: relevance, empowering, diverse and inclusive, and agile. Supporting these priorities are nine strategies that are actionable and measureable. The goals are ambitious and will ensure GGC is in a position to support girls’ voices, Guider excellence, program development, membership growth, and organizational efficiency – and to ultimately empower every girl to be everything she wants to be.
Five-Year Outcomes

**Member Experience**
Girls and parents and Guiders are highly satisfied and would recommend GGC to their peers.

**Impact**
Girls indicate they have achieved their program outcomes.

**Growth**
Net growth in membership.

**Brand**
GGC is perceived as current, relevant, and having a positive impact on the lives of girls.

**Financial Sustainability**
Increase in diverse sources of funding.
Strategic Priorities

Relevance

"I am proud to tell my friends about Girl Guides!"

Diverse & Inclusive

"I belong!"

Empowering

"I discover myself and achieve my goals!"

Agile

"I am supported!"
## Relevance

<table>
<thead>
<tr>
<th>What this means</th>
<th>Strategies to get us there</th>
<th>What success will look like</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Girls join because GGC is fun, exciting, and aligns with the world of girls now and in the future</td>
<td><strong>Strategy #1:</strong> Member Retention</td>
<td>• Increase in girl member acquisition – all branches</td>
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<td>B. Girls stay because they make friends and are supported by engaging Guiders</td>
<td><strong>Strategy #2:</strong> Member Acquisition</td>
<td>• Increase in Guiders whose skills and experience match the position description</td>
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<td>C. Parents encourage girls to join because they understand GGC positively impacts their daughters’ lives</td>
<td><strong>Strategy #9:</strong> Francophone Strategy</td>
<td>• Increase of girls that indicate the program aligns with what they want to learn and do</td>
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<td>D. Women who seek to make a difference in the lives of girls want to volunteer as Guiders</td>
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<td>E. Programming is current and aligns with what girls want to do and how they want to do it</td>
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<td>F. Girls are proud to be members of GGC and recommend it to their friends</td>
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<td>G. GGC is perceived to be integral to the development of girls in Canada</td>
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### What girls will say:

I am proud to tell my friends about Girl Guides!

“"I have the opportunity to choose and lead adventures that I otherwise wouldn’t and learn about things that are important to me.""  

""GGC listens to and understands what I need and gives me that.""  

""Meet-ups are about what girls in my group want to do and how we want to do it.""  

""My Guiders understand me.""  

""I am happy when my parent tells me that tonight is my Guiding night.""
## Empowering

### What this means

**A.** Voices of all girls are heard and actioned

**B.** Girls are embedded in the organization and drive change at every level of decision-making

**C.** Girls have choice – discover their passions, set goals, and achieve them

**D.** Girls become confident, resilient, open-minded, independent, and fulfilled as defined by them

### Strategies to get us there

**Strategy #3:**
Girl Engagement Strategy (Girls’ Voice)

**Strategy #4:**
Girls First & Program Feedback

### What success will look like

- Increase in girls that believe their voices have been heard and believe their ideas have been actioned
- Increase of Pathfinders and Rangers that have leadership roles in units other than their own
- Increase in compliance of girl representation at all levels of Councils and Committees, as appropriate
- Increase of girls that indicate they have achieved their program outcomes

### What girls will say:

I discover myself and achieve my goals.

I get help with my goals from creative Guiders who encourage me to take on challenges I might not otherwise consider. Together we laugh, imagine, play and have fun!

I discover myself by stepping outside my comfort zone to uncover my true passions.
## Diverse & Inclusive

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<td><strong>A.</strong> Attracts and reflects the diverse identities, communities, and lived experiences in Canada</td>
<td><strong>Strategy #5:</strong> Diversity &amp; Inclusion Framework</td>
<td>• Increase in alignment between GGC and the Canadian mosaic</td>
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<td><strong>B.</strong> Values and respects diversity and creates a sense of inclusivity and belonging for all girls</td>
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<td><strong>C.</strong> Recruits and engages girls of diverse backgrounds, and is accessible to all girls</td>
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### What girls will say:

- I belong!
- I have a place to go where I am accepted.
- I am open to listening to and considering other people’s ideas and perspectives that are different than my own.
## Agile

### What this means

A. Operationally excellent, consistently delivers, innovative and rapidly reacts to meet the changing needs of girls

B. Lead the market – continuously improve by developing insights, piloting projects, and garnering feedback

C. Optimize infrastructure, technology, resources, processes, and training and support

D. Leverage technology to connect members and build communities within Guiding

E. Financially sustainable and stewards finances in a transparent, efficient and equitable way to maximize the girl experience and outcomes

### Strategies to get us there

- **Strategy #6:** Countrywide Optimization
- **Strategy #7:** Digital Transformation
- **Strategy #8:** Diversify Funding & Partnership Strategy

### What success will look like

- Guiders feeling they are supported by the organization
- New content developed and content retired and/or refreshed
- Diversification of funding at the National and provincial levels

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**What girls will say:**

I am supported!

“*No matter where I am in Canada, the quality of my experience will be excellent.*”

“*I have all of the information and support I need to be successful.*”