

# 2024 JFAO Strategic Plan

April 2024 – March 2027



*Vision: "Our vision is for rural youth to connect, build, and develop leaders for strong communities"*

*Mission: "To build rural leaders through personal growth, travel, experiences and community betterment"*

In preparation of the business strategy plan Junior Farmers' Association of Ontario (JFAO) called a committee to facilitate the planning of the proposed strategic plan.

## Key Goals:

To improve value to current and future members.

To increase membership of the organization.

To improve membership experience and retention in the organization.

To improve communication between clubs, zones, the province and general public.

To improve relationships with corporate partners. To provide financial stability for the organization.

These goals are broken down into categories chosen to further describe how we as an organization will achieve these goals.

**Members --- Communication --- Financial Stability**

**Members: To improve value for current and future members. To increase membership of the organization.**

*Expanding Exchange Opportunities* – JFAO will facilitate a new extension of exchanges by offering interprovincial and/or intra-provincial exchanges.

Who: Executive Director of Community and International Programs.

When: Preparation of inter-club exchanges will commence November 2024. Inter-club exchanges will be available to JFAO members by July 2027.

Measurement of Success: By March 2027, there are at least three (3) interprovincial/ intra-provincial exchanges or three (3) members signed up for exchanges in the summer of 2027, and the participants are satisfied with their experience, and would recommend the program to another JFAO member.

*Membership Perks* – JFAO will maintain and promote the membership benefit programs available with a JF membership.

Who: Executive Director of Programming and Office Administrator

When: Continuous.

Measurement of Success: JFAO will continue to use Perkopolis in March 2027.

*New Member Drive*: JFAO will run a member recruitment campaign between December and January each year.

Who: Executive Director of Communication/Programming and New Members Committee.

When: Planning starts immediately by forming the New Members Committee. In each December/January, an advertising campaign is run to attract new membership.

Measurement of Success: By the end of February each year, JFAO will have 15 new members with a 5% membership increase per club.

*Increase Provincial Club Count:* JFAO will increase connections with other youth organizations and rural organizations.

Who: Zone Directors and local Provincial Directors.

When: Starting immediately, connect with other rural youth organizations and fair boards in counties with or without clubs to raise interest in the community, include raising interest in starting up local Junior Farmer clubs.

Measurement of Success: By March 2027, maintain the number of clubs or increase the number of clubs in JFAO by one (1).

*Annual Membership Review and Retention:* JFAO will form a committee of current and former members to review the current state of membership across JFAO.

Who: Membership Review Committee and Director of Programming

When: The Members Programs committee will meet twice a year, in September and February

Measurement of Success: Have a 75% retention rate of eligible members each year.

*Relevant Demographic Database:* JFAO will regularly review database of its membership and alumni to ensure its accuracy.

Who: Executive Director of Programming.

When: Each January the database will be updated with the data from the previous calendar year.

Measurement of Success: The database will have been updated annually.

*Summer Zone Events:* JFAO will strive to promote a club-run event for each of the three (3) zones each year.

Who: Zone Directors.

When: Each Spring, the Zone Directors will collaborate to plan and run a Zone event in their perspective zones.

Measurement of Success: JFAO facilitates a Zone event in all three (3) zones each year, through 2027.

*Accessibility:* JFAO will continue to offer virtual attendance at provincial meetings, continue to provide a virtual platform for club use, and accommodate membership needs in regard to accessibility where possible.

Who: Office Administrator, Committee Chair, and Policy and Produce Committee.

When: Continuous

Measurement of Success: A provincial virtual meeting platform will be maintained and promoted.

**Communication: To improve communication between clubs, zones, the province, and the general public.**

*Club Meeting Attendance:* JFAO will encourage Executive members to attend at least one (1) club meeting or event per year that is not their home club or a provincial event.

Who: All JFAO Executive Members.

When: Encouraged immediately.

Measurement of Success: Each club has had at least one (1) executive member in attendance at club meetings or events annually.

*Pre and Post Meeting Packages:* Packages will include executive and committee reports and be distributed in the timeframe outlined in the Policies and Procedures.

Who: Past President, Executive, and Committee Chairs.

When: Immediately.

Measurement of Success: Documents are distributed on time and there are at least 75% of the potential reports included in the premeeting package.

*Club Exposure in Periodicals:* JFAO will encourage clubs to submit club reports and events to the Bullhorn and Annual Report.

Who: Executive Director of Communications and Provincial Directors.

When: Immediately.

Measurement of Success: For the Bullhorn, 50% of clubs submit write ups and for the Annual Report 90% of all clubs submit reports.

*Consistent Social Media:* The communications team will develop an annual social media plan to consistently publish content across the different platforms.

Who: Social Media Rep and Executive Director of Communications.

When: Starting May 2021.

Measurement of Success: A quarterly review of social media engagement metrics will be done to ensure either consistent or increasing engagement is occurring.

*Provincial Charity Awareness:* JFAO will strive to increase the prevalence of the provincial charity within the organization and make it more visible externally.

Who: All JFAO Board Members.

When: Continuous.

Measurement of Success: Donations are being made throughout the year. The charity has a presence at provincial events, either through a representative or an information station.

*Website Maintenance:* JFAO will form a committee to ensure the website is up to date and send the webmaster updates monthly.

Who: Website Planning Committee.

When: Immediately.

Measurement of Success: The website is kept up to date and updates have been sent monthly.

**Financial Stability: To improve relationships with corporate partners. To provide financial stability for the organization.**

*Obtain New Partners:* JFAO will strive to obtain new partnerships.

Who: Fund Development Contractor and Executive Director of Finance.

When: Commencing immediately, the Fund Development Contractor will reach out to several potential new corporate partners and will continue to do so each year.

Measurement of Success: To obtain five (5) new partners each year (returning not necessary).

*Engage corporate partners:* JFAO will strive to engage corporate partners by encouraging them to speak at JFAO run events.

Who: Fund Development Contractor, OYFF Committee and March Conference Committee.

When: Immediately.

Measurement of Success: The corresponding committee will reach out to Fund Development to the recommended partners to arrange speakers. The Fund Development will also inquire about corporate partner events that JFAO members could attend.

Measurement of Success: By 2027, have five (5) sponsors speak at JFAO events and/or judge awards annually, JFAO representatives attend three (3) corporate partner events.

*Engage alumni:* JFAO will strive to engage alumni by encouraging non-monetary contributions to JFAO.

Who: Director of Communications, Past President, Committee Chairs

When: Immediately.

Measurement of Success: The corresponding committee will reach out to Alumni to provide opportunities to increase Alumni engagement with JFAO (not limited to; committee involvement, judging awards), working with Past President and Director of Communications for successful communication.

*Grants:* JFAO will apply to government funding and grants.

Who: Executive Director of Finance and Fund Development Contractor.

When: Immediately, the Executive Director of Finance and the Fund Development Contractor will research potential funding and grants that JFAO qualifies for. On an annual basis the committee will submit a minimum of two (2) applications towards funding.

Measurement of Success: To be successful in one fund/grant application annually.

*Decrease the financial burden on event committees:* JFAO will strive to reduce the pressure on event committees to obtain sponsorship.

Who: Fund Development Contractor and Executive Director of Finance.

When: During January each year, the Fund Development Contractor will analyze sponsorship obtained for the upcoming year and target additional sponsors for events that have not yet reached their sponsorship goal. The Fund Development Contractor will communicate with applicable event committee for the corresponding event.

Measurement of Success: Annually, each committee will reach their target sponsorship requirements. March Conference and OYFF target is \$5,000 each.

*Increase Incoming Sponsorship Dollars:* JFAO will focus on increasing its sponsorship amount.

Who: Fund Development Contractor and Past President.

When: Immediately

Measurement of Success: To have a 10% year-over-year growth during the strategic planning cycle.

These goals and paths as outlined in this plan will be discussed and realigned if required at each Annual General Meeting going forward. Execution will be tracked and discussed by the president of the organization