Strategic Plan
2015-2020
Inspire and promote lifelong improvement for all young Canadians by encouraging personal development and achievement.
About The Award

Four Goals
Award Participants set their own goals according to their own interests and abilities in each required area:

• Community Service
• Skills
• Physical Recreation
• Adventurous Journey

Three Award Levels
• Bronze: 14 – 24 years
• Silver: 15 – 24 years
• Gold: 16 – 24 years

Participants benefit from the self-reflection needed to set four personal goals and from the positive impact on mind, body and spirit of reaching those goals. When this happens, they achieve The Award, resulting in a lifelong impact on their own lives and the lives of others.

The Duke of Edinburgh’s International Award was founded by HRH The Duke of Edinburgh KG KT, in 1956, in conjunction with Kurt Hahn, the German educationalist. Both were concerned that young people’s development was lacking in certain key areas. Today, The Duke of Edinburgh’s International Award is the world’s leading youth achievement award, operating in countries and territories around the globe.
Give Canadians aged 14 to 24 a supportive, non-competitive platform that deepens awareness, builds confidence and broadens skills and experience to further their development as active, responsible citizens.
About Our Organization

Ten Divisions
The Duke of Edinburgh’s International Award – Canada reaches communities in every province and territory:
- BC & Yukon
- Alberta, NWT and Nunavut
- Saskatchewan
- Manitoba
- Ontario
- Quebec
- New Brunswick
- Nova Scotia
- Prince Edward Island
- Newfoundland and Labrador

The Duke of Edinburgh’s Award has been active in Canada since 1963. Our McKinsey study (see www.dukeofed.org/outcomes) provides great insight on the impact we create for youth in Canada:

- 84% of youth participating in our program developed the skills to achieve their future goals.

At the time of launching this plan, Canadian Award Participant registration exceeded 44,000. For us, this statistic is more than a number; it means we’ve been making a big difference across the country and with growth, even more by year 2020.

With our targeted approach to reach youth in communities where more help is needed, we’re working hard to make an impact where it’s needed most.

We developed this strategic plan to deepen our impact for youth in Canada by significantly increasing the diversity and number of our Award Participants.
The Purpose of Our Plan

To significantly increase the diversity and number of our Award Participants by the year 2020, we needed a well-researched, realistic plan with measurable activities to review in our quarterly national meetings.

The year-long process of developing our strategic plan included workshops, break-out sessions, conferences around specific topics and strategic planning sessions at two national board meetings.

The Pillars of Our Success

We received valuable input from dozens of staff and volunteers who shared diverse experiences and expertise to help us establish a plan of action for our strategic pillars:

- **Award Experience & Impact**
- **Award Groups & Award Leaders**
- **Strategic Partnerships**
- **Infrastructure & Resources**
- **Outreach & Marketing**

Positive results that will emerge from activities in our plan include:

- Broadening and strengthening our network of like-minded youth organizations whose opportunities match those of our program
- Giving our stakeholders more opportunities to engage with us
- Increasing our capacity to meet operational needs created by growth and measuring impact achieved with our peers
91% of Canadian Award Participants are proud of the goals they achieved  * McKinsey Study: see www.dukeofed.org/outcomes for more statistics
Award Experience & Impact

Objective
Increase opportunities for direct experience and impact through our organization with activities like Award events with people in our primary target groups – our community.

Outcome
A higher participation rate among youth in Canada's culturally diverse communities with a wider representation of abilities in our youth to achieve The Award.

The experiences and skills gained in the pursuit of The Award have a lifelong impact.

Youth who succeed in the face of challenges are those for whom we can achieve the most impact. Our strategic activities include a wider and deeper reach for these youth, and for partners that can support their pursuit and achievement of The Award.

Our award program welcomes participation and honours achievements by youth from all backgrounds and abilities.
A Drum Blessing delivered by the drummers of the Morningstar River First Nation at the 50th Anniversary Celebration of the Duke of Edinburgh’s International Award – Canada

Photography credit: Tom Sandler Photography
Award Groups & Award Leaders

Objective
Increase the number of national Award Group partners, support Divisions in their efforts to establish partnerships with like-minded organizations in their region and support engagement of Award Group staff and volunteers to help them be great Award Leaders.

Outcomes
• More Award Groups available for youth wanting to pursue The Award.
• More Leaders within Award Groups available for youth pursuing The Award.

Award Groups & Award Leaders are at the heart of our organization. With our strategic plan we’re committed to strengthening and celebrating the clubs, organizations, schools and their Award Leaders who are an integral part of Canada’s vibrant youth sector.

Groups that provide youth with programs for learning skills, physical activity, community service or outdoor excursions can give their members the opportunity for further self-reflection and development while earning The Award.
An Adventurous Journey with a field officer from The Award’s Ontario Division for soon-to-be Award Achievers, made possible with the support of the TD Bank Investing in Youth initiative
Strategic Partnerships

Objective
Increase the number of our strategic partners, with consideration for opportunities to support the activities of our strategic plan and our operational needs to carry out these activities.

Outcomes
• An increase in new strategic partnerships with metrics on their return on investment.
• A wider diversity of strategic partnerships engaged with our organization.

Strategic Partnerships are an exciting part of our growth through 2020.
The value exchange in welcoming resources from our partners in return for benefits that support their objectives is a model example of collaboration to achieve great things when we have shared areas of interest.

Groups and companies aligned with our mission and vision play a vital role in supporting youth development in Canada.
We consider strategic partners as investors in our organization and activities to help us successfully implement our strategic plan.
The average number of hours spent weekly in physical activity increases by 69% for Canadian Award Participants (6.3 hours up from 3.7 hours) *

* McKinsey Study: see www.dukeofed.org/outcomes for more statistics
Objective
Higher efficiencies and lower organization-wide administrative costs.
Activities include:
• Co-generate revenues with Divisions to carry out strategic activities.
• Pursue opportunities to develop cross-country shared resources.
• Provide materials and tools to support Divisions in their activities and foster cohesion nationwide.

Outcomes
• Divisions gain more time and revenues for direct program delivery.
• Best practices emerge and are adopted thanks to shared resource opportunities.

Infrastructure & Resources

Infrastructure and resources are the backbone of our strategic plan with activities in the other strategic pillars relying on people, systems and services for successful implementation.

By sharing best practices and resources we can increase our net gain by reducing our costs in products, services and time.
Outreach & Marketing

87% of Canadian Award Participants felt more confident about themselves as a result of The Award *

* McKinsey Study: see www.dukeofed.org/outcomes for more statistics
Outreach & Marketing

Objective
Expand and deepen our reach and engagement with our three primary target groups:
• Youth aged 14 to 24, both existing and potential Award participants
• Like-minded organizations with adults working/volunteering with youth
• Gold Award Achievers of any age and all Award Achievers aged 25 and older

Outcomes
• Richer detail from surveys with our primary target groups for us to best align with their interests
• Effective, cohesive materials that resonate with our audiences
• More Award Groups established with deeper engagement of members of our three target groups

With a central focus on growing our network of Award Groups, the strategic plan activities for this pillar include development of materials and tools such as webinars for training Award Leaders. Another key item is more engagement and celebration with of our wider Award Community of volunteers, staff, parents and program alumni.

Our social media activities are fueled by an upbeat community of Participants and Award Achievers who share compelling and inspiring stories that celebrate our youth and encourage others to achieve The Award.
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