



Learning and Impact Project National Member Survey Report 2022



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Impact and BGC Canada

For over 120 years, BGC Canada (formerly Boys & Girls Clubs of Canada) has been creating opportunities for millions of Canadian kids and teens. As Canada's largest child and youth serving charitable and community services organization, our Clubs open their doors to young people of all ages and their families at 736 locations nationwide. During out-of-school hours in small and large cities, and rural and Indigenous communities, our trained staff and volunteers provide programs and services that help young people realize positive outcomes in self-expression, academics, healthy living, physical activity, job readiness, mental health, social development, leadership, and more. The vision of BGC is for all children and youth to discover and achieve their dreams and grow up to be healthy, successful, and active participants in society. Opportunity changes everything.

Learning and Impact Project of BGC Canada

The purpose of the Learning and Impact Project is to prove and improve the impact of BGC Clubs across Canada, individually and collectively, through evaluation. To evaluate the effectiveness of Clubs in achieving the impact they intend, the national movement has embarked on a multi-year project to build the capacity of individual Clubs as well as the national federation of Clubs to collect data on the effects of the Club experience on the lives of children and youth. In the first year of the Learning and Impact Project, all BGC Clubs were invited to participate by deploying a national outcomes survey to their children and youth ages eight and older.

INTENDED IMPACT

In 2011, BGC Canada examined the research on child and youth development to determine a logic model of impact. They considered their common features, that every Club has a respectful, inclusive and engaging environment, that every Club is a place of relationship-building and mentoring, and that every Club is focused on community and family engagement. They also considered the core programming that is shared by most Clubs across Canada, programming focused on physical activity, health and safety, leadership, growth and empowerment, learning and career development, and families and communities. Recognizing the shared features and core programming, they were able to identify shared outcomes in the lives of children and youth that provided a picture of the intended impact of BGC Clubs across Canada. The common features, core programming areas, and short, mid, and long term outcomes make up BGC Canada's Model for Success. See Appendix for detailed Model for Success.

The intended impact of BGC Canada is based on the core ideas of the BGC Canada's Model for Success. In the model, four domains of impact frame the essential dimensions of Club impact: positive relationships, healthy living, lifelong learning, and leadership skills. This is the difference BGC Clubs across Canada intend to make in the lives of children and youth. In each dimension, four to five indicators were identified by a committee of Club leaders as factors of each dimension.

The four domains of impact and the 21 related indicators (factors)

POSITIVE RELATIONSHIPS

Connection
Belonging
Conflict resolution
Acceptance of self
Acceptance of others

HEALTHY LIVING

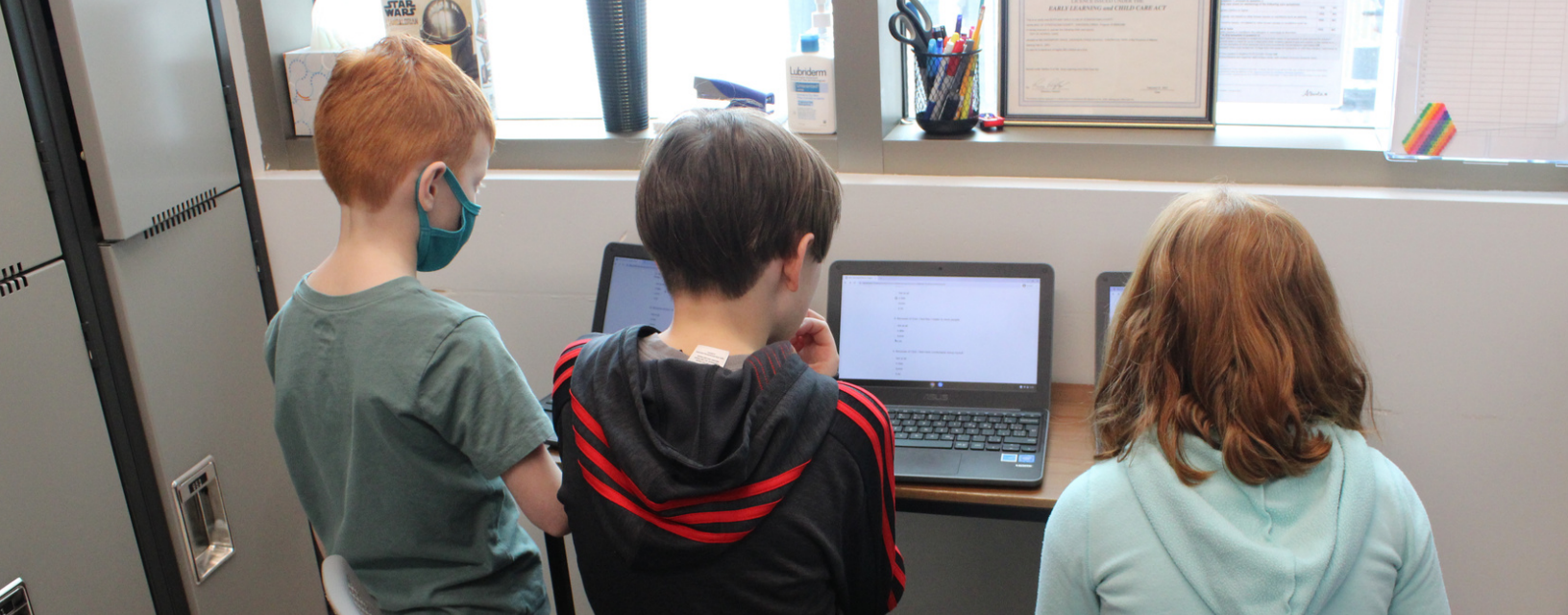
Choices
Nutrition
Physical activity
Positive outlook
Resilience

LIFELONG LEARNING

School readiness
Exploration
Creativity
Challenges
Goal attainment

LEADERSHIP SKILLS

Identity
Influence
Confidence
Initiative
Cooperation
Self-regulation



SURVEY DESIGN

The 2022 National Member Survey assigned one item to each factor, producing a survey comprised of 21 items. Each item was accompanied by four response options: “not at all”, “a little”, “some”¹, and “a lot”. In addition to the 21 items for each of the factors, the survey included four demographic questions:

- How old are you?
- Do you consider yourself to be Indigenous (First Nations, Metis, or Inuit)?
- Do you consider yourself to be black or a person of colour?
- Gender identity (Do you consider yourself to be: Boy, Girl, Non-binary, 2 Spirit, Prefer to self-describe, Prefer not to answer)

SURVEY DEPLOYMENT

Each participating BGC Club identified a team of staff to lead the survey deployment and data collection. Teams from 79 Clubs (93% of BGC Clubs in Canada) participated in the survey implementation. Each team participated in two training sessions. The purpose of the first session was to provide training on the construct of the survey and the standards of practice for deploying the survey. The purpose of the second training was to provide instruction and guidance for analyzing and interpreting the data and developing programmatic responses and recommendations from the findings.

The survey project was launched in January of 2022 at the first national training for Learning and Impact teams from across Canada. Each team invited members ages eight and older who attended the Club during a 1-week span sometime in February or early March to complete the survey. In some instances, a Club would expand the time of deployment past the 1-week timeframe to yield additional responses from child and youth participants. In April, the teams were guided through analysis and determining findings and responses to their data. During the remaining weeks of spring and early summer, each team prepared a brief report of their findings and responses.

¹ The term “some” was selected instead of the more accurate term, “somewhat,” to keep the response options as simple as possible for the young population of Club members.

CHALLENGES OF CONTEXT AND DYNAMICS IN IMPLEMENTING THE MEMBER SURVEY

The decisions made by the BGC Canada Learning and Impact Committee and the team of external evaluators in the design of the project and its implementation resulted in a few areas of caution for applying insights from the data.

Designed for self-study implementation

The project was designed to build the capacity of BGC Clubs to study the impact they are having in the lives of Club members. The project was not intended to be a third-party evaluation implemented by professional evaluators. Each team was trained, guided, and coached by professional evaluators in the standards and practices of survey deployment, data collection, and data analysis. However, the survey was conducted by BGC Club staff within their own context and not by evaluation professionals.

Focused period of time for survey implementation

The member survey was deployed during a limited period of time. Teams were directed to capture the data from children and youth who were participating during a one-week span of time in February or March. This feature of the project was designed to increase engagement and standardization. However, it excludes members who did not participate in a BGC Club during the selected week.

Limited items on the survey

To keep the survey as simple as possible as a first iteration and initial attempt at a national outcomes survey, the items were limited to one item per factor. None of the factors was triangulated by multiple items. Similarly, the demographic items were narrowed to four demographic questions related to age, person of colour identity, gender identity, and indigenous identity.

The challenges of implementing a survey using a participatory approach with BGC Clubs all across Canada, seeking to ensure all Clubs follow a shared standard of fidelity to the process, and during a time of the COVID-19 pandemic also resulted in some project limitations. Among the most significant limitations are the following:

Challenges of implementation and participation due to the COVID-19 pandemic

Since the survey was deployed during a time when COVID-19 was threatening the health and safety of populations across Canada, the scale and scope of participation was somewhat constrained. The timing of the survey limited participation due to the limited availability of members and staff.

Challenges of atypical programming

Since the survey was implemented in March of 2022, the reflection of members was affected by two years of programming inhibited by COVID-19. For many BGC Clubs, the restrictions of the pandemic constrained typical levels of activity and program offerings. Some programs that had been core to the BGC Club experience were paused during the pandemic. The data from this survey should be interpreted as a representation of the modified impact of BGC Clubs realized despite the disruption of normal programs and services.

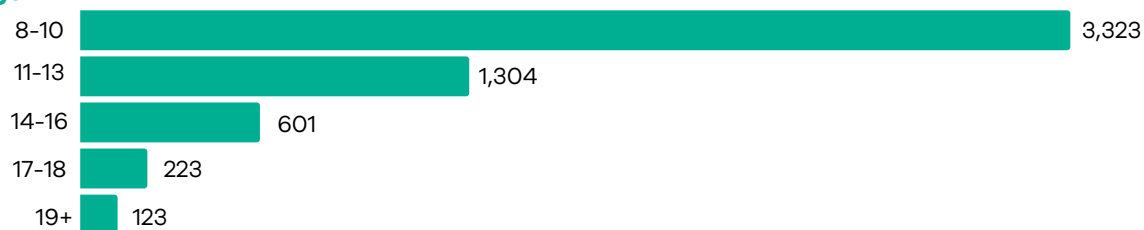
Challenges of variability in implementation

Since the survey was implemented by staff members in each participating BGC Club, and since this was the first time a national survey on member outcomes had been administered through Clubs across Canada, there was some degree of variability in implementation despite efforts to train staff teams in a standardized strategy and practice of deployment.

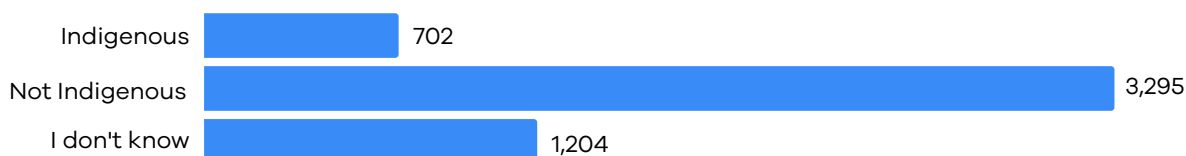
SURVEY RESPONSE

From the 2022 Member Survey of BGC Canada, there were a total of 5,774 respondents of children and youth. The demographic distribution of those participating in the survey was as follows.

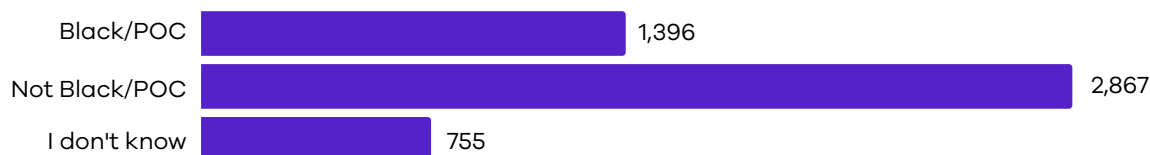
Age Range



Identity as Indigenous



Identity as Black or a Person of Colour (POC)



Gender Identity



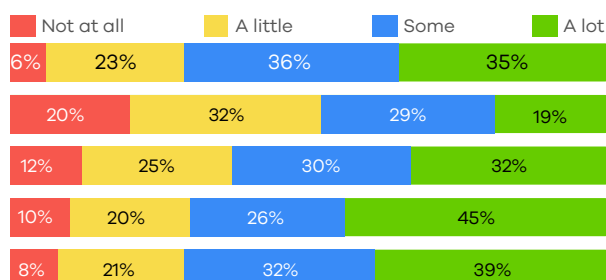
REPORTING OF FINDINGS

Teams from each of the 79 BGC Clubs participating in the national outcomes survey were guided through a process of analysis and interpretation of the data from their own Club participants. They identified insights from the data that were exceptionally positive, generally positive, and had opportunities for improvement. With these insights, each team created responses and recommendations for the future to increase the impact of their Club. The national team from BGC Canada did the same process with the insights from the national data corpus.

Results by Domain of Intended Impact

The four primary domains of impact represented by the Model for Success were the underlying elements of composition for the survey. A brief overview of the data within each domain show areas of strength as well as opportunities for further development.

POSITIVE RELATIONSHIPS



Percentage of respondents (n = 5,618)

Because of the Club...

I have more people I like to spend time with

I am better at working through arguments with others

I feel like I matter to more people

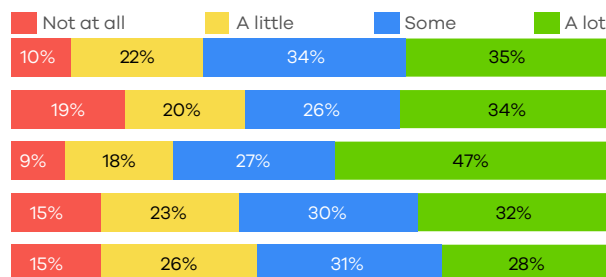
I feel more comfortable being myself

I am more aware of the feelings of others

Overall, the domain of positive relationships demonstrated strongly positive impact through the survey data. Most significantly, the data show impact on the factors of connection, belonging, empathy, and self-acceptance. The data show that there is opportunity for growth in the factor of conflict resolution.

In the BGC Model for Success, one of the mid-term outcomes reads that the aim of Clubs is for children and youth to become connected to peers, parents, school and community in a way that leads to a long-term outcome of positive and caring relationships through adulthood. The experience of having more people they like to spend time with, the feeling that they matter to more people, the sense that they can be more comfortable being themselves, and the skills of being more aware of the feelings of others because of a BGC Club point to positive movement along the pathway toward a lifetime of positive and caring relationships.

HEALTHY LIVING



Percentage of respondents (n = 5,597)

Because of the Club...

I make better choices for myself

I know more about what food is healthy for me to eat

I am more physically active

I feel more confident about my future

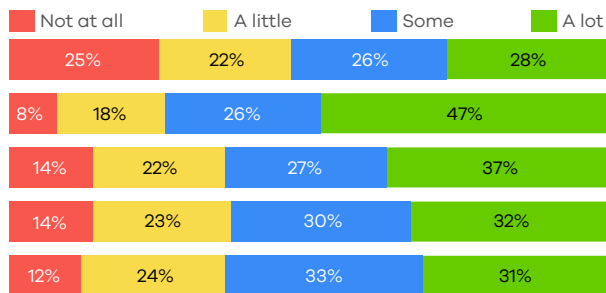
I am better able to bounce back after going through a hard time

In the impact domain of healthy living, the strongest factor is physical activity, with choices recording as the second strongest. The lagging factor is nutrition. In the factors of resilience and positive outlook, the data demonstrate a substantially positive impact.

In the BGC Model for Success, there are two desired outcomes related to healthy living. One is for children and youth to be healthy, active, and safe. The other is for children and youth to be confident in their aspirations. These outcomes are intended to lead to a lifetime of health and wellbeing. In this domain of Healthy Living, the data show that children and youth are more physically active, make better choices for themselves, know more about what kind of food is healthy for them to eat, and are more confident in their future because of their experience in a BGC Club. Progress in these areas contribute to momentum in their lives toward health and wellbeing.

Results by Domain of Intended Impact

LIFELONG LEARNING



Percentage of respondents (n = 5,587)

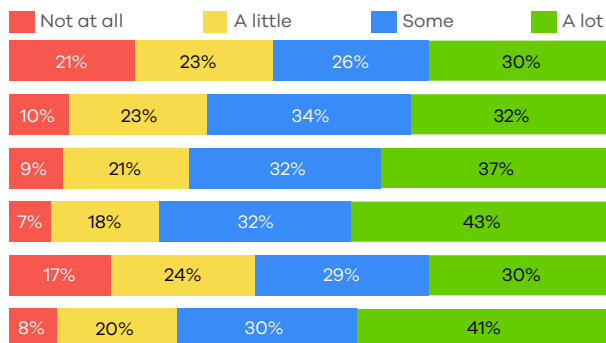
Because of the Club...

- I am better prepared to do my school work**
- I am more excited to try new things**
- I use my imagination more when I am doing things**
- I like challenging myself more**
- I am better able to take steps to reach my goals**

Of the five factors of lifelong learning, the most positive response of impact is exploration. The lagging factor is school preparedness. Strongly positive responses are evidenced in the factors of goal attainment, creativity, and challenge.

In the BGC Model for Success, one of the mid-term outcomes is for children and youth to have key academic, vocational, and recreational skills that will contribute to the long-term impact of educational attainment and the ability to achieve their dreams. Data from the survey show that they are more excited to try new things, use their imagination more, challenge themselves more, and are better able to take steps to reach their goals because of their involvement with a BGC Club. At least half of survey respondents report that they are substantially better able to do their school work. The data signals progress along a trajectory of building habits of lifelong learning that will contribute to the future where their potential is realized.

LEADERSHIP SKILLS



Percentage of respondents (n = 5,580)

Because of the Club...

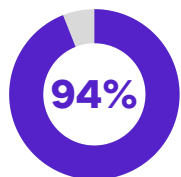
- I feel more like a leader**
- I have a more positive influence on others**
- I am more confident in my abilities**
- I am better at helping out when it is needed**
- I am better able to calm down when I'm upset**
- I work better with others**

There are four strong factors in the domain of leadership: initiative, cooperation, confidence, and influences. The lagging factor in the leadership domain is the sense of identity as a leader and the skills of self-regulation.

In the BGC Model for Success, two long-term outcomes speak to the aspiration of BGC Clubs to have impact in the domain of leadership. One outcome is for children and youth to have self-sufficiency and independence, to be able to lead themselves. The other is for them to have meaningful participation in community and civil society, to be able to lead others. The data show that they are better at helping out when it is needed, work better with others, are more confident in their abilities, and have more of a positive influence on others because of the BGC Club. These features of growth and development provide early evidence that they are on the path toward self-sufficiency, independence, and the ability to have meaningful participation in community and civil society as a result of their experience in a BGC Club.

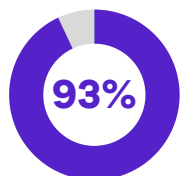
Highlights from the Survey Data

The National Member Survey provided a view of the remarkable effects of the BGC Club experience on children and youth. When the data are analyzed from the perspective of the children and youth who participated in the survey through the lens of the presence or absence of impact, the percentage who reported experiencing a little, some, or a lot of change in their lives because of BGC Clubs is the following:



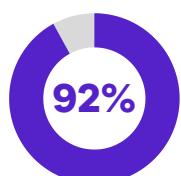
94% report having more people they like to spend time with because of the Club

Positive relationships are essential to having a healthy experience in childhood and youth and into adulthood (Barry & Wentzel, 2006). Having healthy connections with others is an essential element to experiencing a rich life. Positive and healthy connections are core factors that reduce risks and provide the social capital to help children and youth thrive both now and in the future (Smylie, 2015). High-quality relationships with peers promote positive self-esteem and facilitate social adjustment during transitions (Berndt, 2002). Positive relationships with non-parental adults are linked with educational accomplishment, lower risk behaviors, and lower rates of depression among children and youth (Bowers et al., 2014). The experience of the Club, for almost all children and youth, gives them a greater sense of connection with people who matter, people who care about them, and people whom they enjoy.



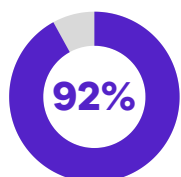
93% report taking initiative more because of the Club

When asked if their ability to help out when it is needed has improved because of the Club, children and youth respond overwhelmingly to the positive. They are better able, more willing, more confident, and more inclined to step into an opportunity to help others through their experience with the Club. This finding suggests that BGC Clubs are helping to foster both an altruistic desire and the desire to take action. Taking initiative is an important component of the capacity for agency and self-determination (Deci & Ryan, 2000). Taking initiative demonstrates a motivation from within and a directed effort to accomplish a desired outcome (Larson, 2000). These are core components of positive youth development that pave the way for the development of other skills such as leadership and civic engagement (Larson, 2000).



92% report being more aware of the feelings of others because of the Club

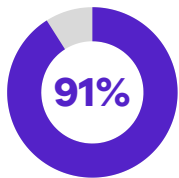
Becoming more aware of the feelings of others is a feature of the ability to accept others. During the years of childhood and youth, relational competencies are honed, and relational habits are formed. The ability to accept others – especially those of diverse backgrounds, experiences, ethnicities, and personalities – contributes to the development of positive relational skills that will serve them well for their entire lives. Acceptance of others also has a reciprocal effect with acceptance of self (Thomaes et al., 2010). When children and youth accept others, they are in turn more accepting of themselves.



92% report being more excited to try new things because of the Club

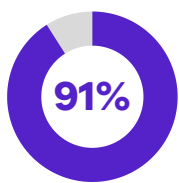
Eagerness and confidence to try new things, to explore, to be curious, to experiment with and develop new skills enhances the lives of children and youth. Curiosity and exploration promote ongoing learning and development (Piotrowski et al., 2014). Through exploration, children and youth can test their abilities, navigate disappointment, learn to persevere in the face of failure, find solutions to problems, and overcome barriers. They can also develop new interests and skills that are essential to day-to-day living in our knowledge economy (Kidd & Hayden, 2015).

Highlights from the Survey Data



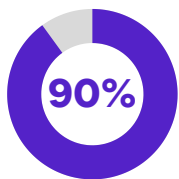
91% report being more physically active because of the Club

Physical activity is an essential element of a healthy childhood and adulthood. Too many children and youth are sedentary. Too many have little confidence or comfort in physical activity. Too many have limited opportunities to be physically active in safe and consistent ways. Building habits early in life for physical activity is a priority for BGC Clubs, knowing that physical activity will contribute to healthy living for children and youth. Physical activity in childhood supports current and future physical and mental health. Yet, on average, only 35% of Canadian children and youth engage in the recommended 60 minutes of moderate to vigorous physical exercise per day (Barnes et al., 2018). The survey data suggest that the variety of programs that BGC Clubs offer to promote physical activity are helping Club members become more active and lead healthier lives.



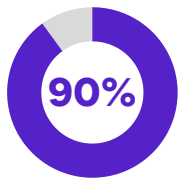
91% report having greater confidence in their abilities because of the Club

Confidence is an attribute of personhood that is valuable for children and youth to exhibit. When a sense of confidence about abilities is instilled and encouraged in children and youth, they tend to have a better sense of their place in the world. They recognize their value and self-worth, and they have a greater expectation of a positive future. Children and youth who have confidence in their abilities are more persistent when they encounter challenges, and more motivated to pursue ongoing growth (Smith, 2002; Çiftçi & Yıldız, 2019).



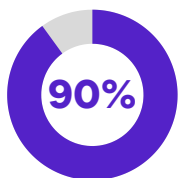
90% report being more accepting of themselves because of the Club

For children and youth, self-acceptance is an important developmental step. It is a function of having a positive relationship with oneself. BGC Clubs aim to help children and youth feel more comfortable being themselves. When children and youth have an appreciation for themselves and they understand their unique worth and abilities, they have better psychological health (Bernard, 2013). They have better self-awareness and self-esteem. They are also more accepting of others and more likely to contribute to their community (Williams & Lynn, 2010). Greater self-acceptance leads to greater motivation and goal attainment (Deci & Ryan, 2000). This equips children and youth to better navigate the challenges of growing up and contributes to their long-term fulfillment and happiness (Deci & Ryan, 2000).



90% report having a more positive influence on others because of the Club

Having a positive influence in the lives of others – friends, peers, family – is a function of leadership. Being able to influence others positively and not merely be influenced by others, provides a child or youth stability and empowerment as they interact socially with peer groups and others (Gutuskey, 2016). Positively influencing others may also promote more collaborative, community-oriented, and empathetic behaviours among children and youth (Choukas-Bradley et al., 2015). The effects of a positive influence also extend to those who are being influenced. Peers are one of the most significant influences on children and youth. Positive peer influence can reduce anti-social behavior such as aggression and delinquent attitudes and promote positive outcomes such as academic achievement and self-esteem (Farrell et al., 2016).



90% report making better choices because of the Club

Making healthy choices through the growing-up years sets a child or youth on a positive course for their future. Strengthening the child's sense of discernment to identify the better choice among options and then having personal agency, confidence, and fortitude to make and stick to the better choice in the face of alternatives is a valuable skill and capacity for anyone, particularly for youth with their lives ahead of them. These skills will enable children and youth to make healthier lifestyle choices, reduce risky behaviors (Reyna, 2008), and exercise sound judgment throughout their lives (Kambam & Thompson, 2009).

Areas of Meaningful Impact

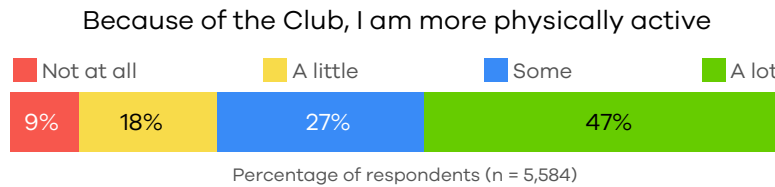
The intent of BGC Clubs is to make a substantial impact on the lives of children and youth. Since the vision of BGC Canada and BGC Clubs is for all children and youth to discover and achieve their dreams and grow up to be healthy, successful, and active participants in society, the kind of impact we are seeking to see in the survey responses is more than “a little,” but rather “some” or “a lot.” When the responses of “some” and “a lot” are in focus, the following insights are revealed through the survey.

HIGH IMPACT

Nearly half of survey respondents reported experiencing “a lot” of change in their lives because of BGC Clubs in the following three areas:

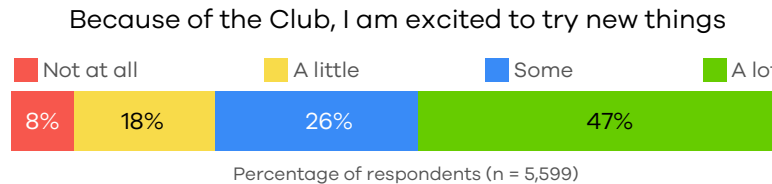
Children and youth are much more active because of the Club

In the nationwide survey, nearly half of all BGC Club participants (47%) report that they are “a lot” more active because of the Club.



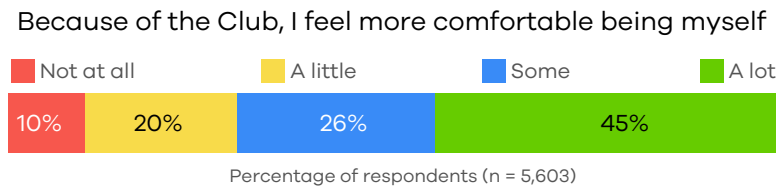
Children and youth are much more excited to try new things because of the Club

Nearly half of the respondents of the nationwide survey (47%) report that they are “a lot” more excited to try new things since their experience in the Club.



Children and youth are much more comfortable being themselves because of the Club

45% of children and youth responding to the nationwide survey report that the Club has made them feel “a lot” more comfortable being themselves. This is a factor of self-acceptance and having a positive relationship with oneself.



Areas of Meaningful Impact

SUBSTANTIAL IMPACT

Sixty-four percent (64%) to 75% of survey respondents reported "some" or "a lot" of change in their lives because of BGC Clubs in the following areas:

Children and youth are substantially more able to take the initiative and help out when it is needed because of the Club

Nearly three out of every four children and youth report that they are "some" or "a lot" more able to help out. This is a factor of leadership. It is a competency that refers to the capability, motivation, and action to initiate helping others and joining on tasks and challenges as needed.

Because of the Club, I am better at helping out when it is needed



Children and youth are making better choices because of the Club

68%, or two out of three, report that the Club is making a substantial difference in their ability to discern the quality of their choices and to follow through and exercise agency and fortitude to make better choices. This is a factor of healthy living. It refers to the progress children and youth are making in their ability to make choices among options and select the better choice for themselves and their lives.

Because of the Club, I make better choices for myself



Children and youth are more confident about their future because of the Club

62%, or nearly two out of three BGC Club participants, report that the experience of the Club is making them substantially ("some" or "a lot") more confident about their future. Being at the Club influences a positive outlook for the future among young people.

Because of the Club, I feel more confident about my future



Areas of Meaningful Impact

Children and youth like challenging themselves substantially more because of the Club

Of those responding to the national survey, 63% report being substantially ("some" or "a lot") more willing and able to embrace challenges because of the Club.

Because of the Club, I like challenging myself more



Children and youth experience a greater sense of belonging because of the Club

To the statement, "I feel like I matter to more people because of the Club," 63% responded with "some" or "a lot." This means that young people who attend a BGC Club have a substantially greater sense of meaningful belonging with and care from more people.

Because of the Club, I feel like I matter to more people



Children and youth are better able to take steps to achieve their goals because of the Club

64% of respondents report that they are significantly ("some" or "a lot") better able to take action in pursuit of the goals they have for their lives.

Because of the Club, I am better able to take steps to reach my goals



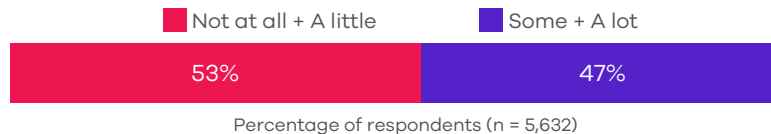
Opportunities for Improvement

The data from the 2022 National Member Survey reveal many areas where BGC Clubs are positively impacting the lives of children and youth. However, the data also reveal some areas that are lagging behind others. These data points illuminate areas of opportunity for improvement. Among these areas are the following:

The skills of conflict resolution are less substantially impacted by the experience of a BGC Club for children and youth

53% report that BGC Clubs have made no difference or only a little difference in their ability to work through problems with others.

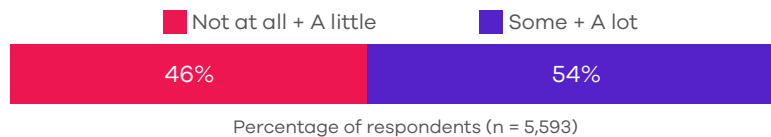
Because of the Club, I am better at working through arguments with others



Preparedness for school has not been substantially improved for close to half of the children and youth responding to the survey

46% report that BGC Clubs have made no difference or only a little difference in preparing them to better do their school work.

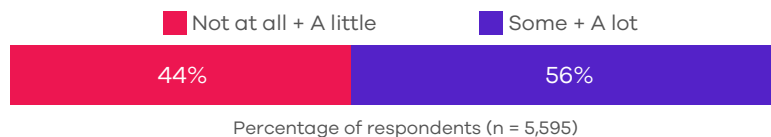
Because of the Club, I am better prepared to do my school work



For children and youth, their identity as a leader has not been substantially developed because of their experience at a BGC Club

44% report that they feel no more or a little more like a leader because of the Club.

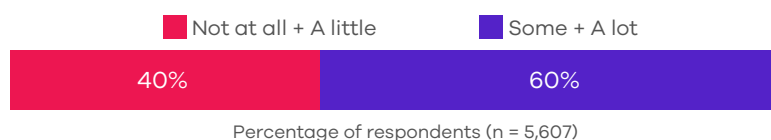
Because of the Club, I feel more like a leader



Knowledge about healthy food has increased for children and youth because of the Club, but not remarkably

40% responded "not at all" or "a little" to the statement, "Because of the Club, I know more about what kind of food is healthy for me to eat."

Because of the Club, I know more about what kind of food is healthy for me to eat



Demographic Insights

The survey revealed insights into the impact of BGC Clubs on the unique populations of members. The four demographic items related to age, person of colour identity, gender identity, and indigenous identity provided greater clarity about the consistency and variability of impact across demographic differences:

Impact among children and youth of colour

Twenty-eight percent (28%) of survey respondents identify as black or a person of colour (POC). These survey respondents report that the Club has had the same or better impact on them in all areas as all children and youth who responded to the survey. Two examples of this can be seen in the factor of belonging ("I feel like I matter to more people") and the factor of goal attainment ("I am better able to reach my goals.") In both areas of impact, children and youth identifying as persons of colour reported experiencing more impact than children and youth who did not identify as a person of colour. The survey data suggest that BGC Clubs are relatively effective in causing a perceived positive impact on the children and youth of colour.

Impact among Indigenous children and youth

Children and youth who identify as Indigenous (13% of survey respondents) report that the Club has had the same or better impact on them in some areas. Two examples are the recognition of food that is healthy to eat (a factor of healthy living) and the ability to calm down when upset (a version of self-regulation and a factor of leading oneself). The survey data suggest that BGC Clubs are relatively effective in making an impact on children and youth who identify as Indigenous.

Impact across the age range

In many areas of impact, there is a small but statistically significant drop in the level of impact for children and youth from 11-13. In some areas, this carries over to children and youth of 14-16. This means that the perception of impact is stronger for 8 to 10-year-olds and those 17 and above than for those in the early adolescent range. The survey data suggest that the perception of children and youth about the impact of BGC Clubs during early to middle adolescence is lagging.

Impact among children and youth who identify as non-binary

Slightly more than 3% of survey respondents identify as non-binary. These children and youth report the same or slightly lower impact in all areas. Two such areas of significance are the areas of being more physically active (a factor of healthy living) and being able to calm down when upset (a version of self-regulation and a factor of leading oneself). The survey data suggest that children and youth who identify as non-binary do not perceive the impact of BGC Clubs quite as strongly as children and youth overall.

Impact among children and youth who identify as 2 Spirit

Approximately 1% of survey respondents identify as 2 Spirit. The level of impact reported by these children and youth varies by survey item: a mix of lower, the same, and higher impact than survey respondents overall. Children and youth that identify as 2 Spirit report lower impact in 14 out of 21 areas, most notably in feeling like they matter to more people and feeling comfortable being themselves (both factors of positive relationships). They reported better impact in three areas: being more aware of the feelings of others, being more physically active, and working better with others. The survey data suggest that BGC Clubs are effective in making an impact on children and youth who identify as 2 Spirit in some areas, however in many areas the intended impact is not perceived as strongly as for children and youth overall.

Club Responses to Survey Data

Each participating BGC Club analyzed the data from its own programs to determine its strengths and areas of opportunity for improvement. Through the analysis of their data, BGC Clubs identified steps to take to respond to the data and seek to improve their impact going forward. A meta-analysis of their responses reveals ten common areas of responses:

Center relationships

The data show that the relational focus of the Club is one of its greatest strengths. The quality of human interaction, both among peers as well as with adults who care and are healthy role models, affects the lives of children and youth positively by giving them a sense of value and belonging. BGC Clubs are looking at ways they can capitalize on that strength and center relationships in all aspects of their programming. For example:

- Building a Pen Pal program with another BGC Club across the county, which will allow members to build connections with other Club kids
- Introducing farm-to-table elements through a youth garden project and is considering family dinners and pickling workshops.

Continue or restart programming that promotes impact

BGC Clubs have much to celebrate about the impact they are having on children and youth. The survey data provided Clubs with an opportunity to reflect on the programming they provide to identify program areas that could be influencing that impact. They plan to continue those programs that they believe are driving impact. Clubs also identified programs that they previously offered that could support impact. Many Clubs are restarting those programs. For example:

- Bringing back a youth radio show for ages 11-13 to attract more young teens and to help them develop life skills.
- Reflecting on how BGC core values are reflected in the programming and activities they offer and how they will achieve specific goals related to those core values. The Club is looking at each activity to identify what skills the activity is developing to ensure that all activities bring awareness and/or development of skills

Engage partners to support new or expanded programming

The survey data highlighted areas where BGC Clubs could provide additional programming or start new programming. Many Clubs recognized they do not have the capacity or expertise to implement some programs. This is leading them to forge new relationships or strengthen relationships with partners to help support children and youth's development in these areas. For example:

- Partnering with their local Native Friend Centre to create an environment that is more welcoming and affirming to Indigenous children and youth and to promote a greater understanding of Indigenous culture among all youth
- Engaging nutritionists to talk to their young people to promote the acquisition of knowledge about healthy foods.

Expand opportunities for individuality and creativity

BGC Clubs are identifying opportunities to incorporate more creative outlets and self-expression into their programming. This will help support children and youth as they develop their identity and build confidence in their abilities. For example:

- Highlighting individual children in a monthly newsletter to build self-esteem
- Showcase children's work through an on-site gallery, on the Club website, and on social media
- Incorporating sharing circles and "Leader of the Week" into programming.

Club Responses to Survey Data

Bridge the gap between school and BGC Clubs

BGC Clubs recognized a need to strengthen children and youth's preparedness for school. As in-person school and Club programming resumes, Clubs are identifying ways to incorporate additional time or new programming to help children and youth develop study skills. Many are also developing new or resuming previous relationships with schools to share information about children and youth's strengths and needs. For example:

- Exploring ways to build study skills during the programming that children and youth love rather than making it a separate activity
- Recruiting retired teachers and student teachers to provide tutoring and homework assistance
- Incorporating targeted elements into programs to support members being more comfortable challenging themselves regardless of their abilities and regardless of the outcomes (for example, praising effort rather than outcome or talent)

Build staff capacity to support mental health

BGC Clubs realized that children and youth may need additional support related to mental health to strengthen their resilience, self-esteem, and their ability to manage conflict. They are identifying ways they can provide training and resources to help staff create a safer environment and support children through difficult times. For example:

- Promoting compassionate empathy by engaging in passion projects such as collecting items for a local food bank, making cards for the local nursing home, and fundraising for a cause
- Including calming techniques in all staff orientation and training. Examples include deep breaths, affirmations, and redirection to help staff help children and youth recognize their happy place.
- Exploring ways to offer more programs that teach problem-focused coping skills that involve taking action to change the situation.
- Providing a quiet space for every child and youth who feels overwhelmed.

Incorporate children and youth voices in program refinement and development

BGC Clubs are devising ways to have children and youth actively engaged in program improvement and development. Clubs see this as a way to develop children and youth's leadership skills and deepen their understanding of children and youth's interests and needs. For example:

- Creating an engagement plan geared specifically towards the 10 to 13-year-old range to implement programming that is relevant and purposeful for this age group to ensure that they transition successfully from out of school care into other services.
- Beginning and ending each week with "town hall" events that explain the week, allow for participant input, and allow for leadership opportunities.

Review policies and programming with an equity, diversity, and inclusion lens

For some BGC Clubs, the survey highlighted differences in impact based on gender identity, indigeneity, and identity as a person of colour. Clubs are looking at ways they can adjust their policies and programs to be more inclusive and ensure that all Club members benefit from the Club experience in ways that are meaningful to them. For example:

- Examining all Club programming through an EDI lens and making alterations where necessary to make sure they are inclusive and equitable. They are adding programs that are relevant to the children and youth and eliminating programs that are not serving the community they are in.

Club Responses to Survey Data

Create and enhance opportunities for mentorship and leadership

BGC Clubs recognize that children and youth have tremendous potential to grow as leaders through supporting each other. The evidence from the survey data demonstrates that children and youth are developing their capacity to explore and exercise leadership skills. To maximize the impact, Clubs are working to deepen connections among children and youth through activities focused on teamwork, peer support, and mentorship between children and youth. For example:

- Facilitate new initiatives for peer coaching in a teambuilding setting to provide opportunities for peers to model learned positive group and teamwork.
- Piloting a “positivity report” where staff and members identify someone who had a positive impact on them (For example: “Because of you...”).
- Changing Club language to help highlight leadership moments that are already happening within programs.
- Creating a process to recognize leaders (bulletin board, social media campaign, etc.) with child and youth pictures while identifying the skills they are demonstrating.

Further develop staff understanding of the survey data and future evaluation opportunities

BGC Clubs recognize the possibilities the survey data offer to prove and improve their impact on children and youth. They want to engage staff in learning from the data and developing responses. They are also looking ahead to future iterations of the survey to see progress over time. For example:

- Developing staff training on the outcome groups in the survey and developing resources to assist with program planning and delivery to ensure programs strengthen the related factors.

National Responses to Survey Data

The BGC Canada national team convened to consider national responses to the insights from the National Member Survey. Among the steps forward are the following:

Communicate the impact of BGC Clubs nationally

The survey reveals evidence of the tremendous impact of BGC Clubs in the lives of children and youth. The aggregated data from across the country in addition to the data from each of the Clubs individually show a picture of substantial impact. In all four areas of intention – positive relationships, healthy living, lifelong learning, leadership skills – children and youth are changed for the better because of their experience at the Club. The benefits of BGC Clubs are unmistakable. Having this data will allow BGC Canada to further its strategic priority of knowing and telling our story through data.

Facilitate the communication of the value of BGC Clubs regionally

Since the data show substantial impact in many areas of impact for all BGC Clubs, communicating the value of Clubs to people who are local to a Club will be an important step of implication from this survey. The national organization can take a role in supporting Clubs to promote their value more broadly and sufficiently than ever before.

Develop habits of learning

Healthy organizations exhibit habits of ongoing learning. They have found ways of tuning into the needs of people, the shifting culture, changing demographics, and nuances in the experiences of emerging generations. Healthy organizations are continually striving to improve their services and amplify their impact. Implementing a national survey annually is one way to cultivate curiosity and enhance responsiveness to impact. Going forward, the intent of BGC nationally is to support continuous learning through data collection for the national movement of BGC Clubs.

Pursue qualitative insights of the survey data

Data from the survey show a remarkable impact on the lives of children and youth. However, the insights gained from a survey, even a national survey, are limited. Over the next two years, BGC Canada and BGC Clubs are moving forward with a qualitative evaluation approach to accompany the data from the outcomes survey. Qualitative evaluation will provide a more sufficient and comprehensive understanding of impact, both to reaffirm the impact revealed through the survey data and to understand more sufficiently the dynamics of impact which could be improved.

Evolve systems and practices to support the emerging complexities of ethnic, cultural, and gender identity

The demographic data demonstrate diversity in the identity of many children and youth served by BGC Clubs. The systems and practices of BGC Canada will need to evolve to match the complexities of identity formation among young people. BGC Canada added the development of resources and programs targeted to children and youth at risk of marginalization, through an EDI and Indigenous lens, to the Stronger Together strategic plan in May 2022. The Member Survey data will be used to inform BGC Canada's EDI strategy for 2023.

Develop targeted training for BGC Clubs in their areas of improvement

Where the survey data revealed areas of opportunity to improve impact, BGC Canada, in consultation with Clubs, will design and develop training to support Clubs. This will help Clubs to increase their effectiveness and pursue even greater impact through their programming.

National Responses to Survey Data

Build resources and toolkits to address areas for improvement

The analysis of national data reveals a few common areas for improvement of impact. The national team at BGC Canada will examine the causes, challenges, and dynamics of the areas for improved impact. They will convene groups of people, both within the BGC Club movement as well as those with expertise, both lived and professional, outside of the movement to provide strategic responses and support through resources and toolkits to accompany training.

Learn from BGC Clubs that are exemplars

Given the federated nature of BGC Canada and the autonomy and uniqueness of BGC Clubs, there are some Clubs that are exemplars in their impact on certain factors of the Model for Success. These exemplars will be studied to provide insights and strategies valuable to other Clubs. BGC Canada will identify and share highlights and exemplars for all Clubs. In this way, inter-agency learning will be facilitated and advanced.

Consider how to respond to risk factors

The areas in need of improved impact revealed through the survey demonstrate the importance of identifying and responding to significant barriers, challenges, and risk factors inhibiting greater impact. BGC Canada will monitor the ongoing progress of these areas through the annual survey to identify areas of vulnerability and provide strategic responses through programming.

Use findings to support BGC Club staff recruitment and retention

Survey data demonstrate the immense impact of BGC Clubs in the lives of children and youth across Canada. For people who want to do something meaningful and consequential with their lives, BGC Clubs provide a vocational home. A career in a BGC Club gives people an opportunity to make a significant difference in the lives of many young people who will be positively influenced through their Club experience. This message is vitally important to communicate nationally, as Clubs across the country struggle with recruitment and retention, mainly for service delivery staff.



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BGC Clubs

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Dialogues in Action

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Appendix: Model for Success



Our Model for Success describes the common features and core programming areas offered by Clubs across Canada, and the positive outcomes for children and youth that are achieved through them.

Every element is based on the values and activities of BGC Canada and is grounded in the latest research in child and youth development.

COMMON FEATURES

Respectful, inclusive
and engaging environments

Relationship-building
and mentoring

Community and
family engagement

CORE PROGRAMMING

Physical activity, health and safety

Leadership, growth
and empowerment

Learning and career development

Families and communities

SHORT TERM OUTCOMES

- ✓ Children and youth are emotionally and physically safe
- ✓ Children and youth feel welcomed, accepted, valued and respected
- ✓ Children and youth enjoy exploring new opportunities
- ✓ Programs build relevant skills for children and youth
- ✓ Community, parents, children and youth are engaged in Clubs and feel ownership of programs

MID TERM OUTCOMES

- ✓ Children and youth are healthy, active and safe
- ✓ Children and youth are connected to peers, parents, school and community
- ✓ Children and youth have key academic, vocational and recreational skills
- ✓ Children and youth have confidence in their aspirations

ADULT OUTCOMES

- ✓ Health and well-being
- ✓ Positive and caring relationships
- ✓ Educational attainment and ability to achieve dreams
- ✓ Self-sufficiency and independence
- ✓ Meaningful participation in community and civil society