

**Association of Fundraising Professionals
Golden Horseshoe Chapter
Strategic Plan
2014-2016**

Approved by the AFP Golden Horseshoe Chapter Board on January 17, 2014

Mission

Advance philanthropy within the Golden Horseshoe Region through the ongoing and meaningful professional development of AFP members and by empowering individuals, groups and organizations to uphold and practice effective and ethical fundraising in their communities.

Vision

That the AFP Golden Horseshoe Chapter will be dedicated to the professional development of its members and non-members, through education, training, mentoring, research, credentialing and advocacy, with a specific focus on quality programs that will inspire excellence in fundraising in our communities and throughout the world.

Core Values

- Respect
- Authenticity in Leadership
- Inspiring
- Integrity
- Member centric
- Mentoring
- Shared vision
- Growth: Personal and Professional
- Valuing the individual

Goals

- Exceed member expectations
- Operate a well-managed chapter
- Provide leadership in philanthropy

Goal 1: Exceed Member Expectations

Objective 1: Develop an annual education plan for the Chapter

Strategies

- a) Achieve quality education through ongoing, meaningful and versatile professional development programs, includes innovative formats, presentations and venues in selected geographic locations
- b) Focus on developing skilled and prepared fundraising practitioners and creating positive member experiences that will assist members in meeting current economic and leadership challenges (i.e.: “Baby Boomers” retire, resulting in major leadership gaps (loss of ‘in house’ expertise) in small/medium size organizations
- c) Identify ‘highly developed’ and multitalented Professional Members (>10-15 years’ experience) and solicit their assistance in providing ongoing professional development, mentoring, and training to more inexperienced “Fundraising Professionals” within the Chapter

Objective 2: Deliver a quality experience to all members

Strategies

- a) Achieve superior membership stewardship and retention in all Chapter regions
- b) Target small organizations, young and non-member professionals in the various Chapter regions
- c) Achieve and maintain the Friends of Diversity

Objective 3: Continue to provide authentic communications

Strategies

- a) Establish a weekly/bi-weekly schedule for all member communications
- b) Continue to provide ‘member’ focused communications
- c) Continue to develop social media platforms to execute member communications and to increase Chapter awareness

Goal 2: Operate a well-managed chapter

Objective 1: Ensure financially sustainable and effective operations

Strategies

- a) Ensure appropriate financial resources for member education programs, bursaries and orientation and training of board members
- b) Monitor and develop objectives to maintain or increase revenues from existing and new channels
- c) Keep financial policies up to date

Objective 2: Strengthen the governance practices within the AFP Golden Horseshoe Chapter

Strategies

- a) Ensure Board composition and structure meets the needs of the organization
- b) Identify priority policies for review and development

Goal 3: Provide leadership in philanthropy

Note: Overall suggestion for approaching member engagement geography issue across GH

- Identify and recruit a chapter liaison in each community across GH
 - These would be volunteer positions reporting into membership
 - Purpose: act as a local liaison for members in that specific community (to act as a navigator - answer initial questions, general inquiries, take back feedback to the board, etc.)
 - Geography reps would be listed on the GH web site with contact information – they would receive calls and emails from members or inquiring members in their specific community (eg. Waterloo, Guelph, Niagara, etc.).

Objective 1: Develop a member engagement plan

Strategies

- a) Develop a succession plan with set and staggered position terms
- b) Create a formalized volunteer program with a liaison, position descriptions at the committee level and recognition program
- c) Examine and expand on the board orientation and development program

Objective 2: Celebrate excellence in philanthropy

Strategies

- a) Develop Chapter guidelines for honouring excellence in Philanthropy including a National Philanthropy Day program and other special awards (e.g. career achievement awards and friends of AFP GH)
- b) Create strategic plan for National Philanthropy Day awards
- c) Implement communications plan to increase award nominations across the communities within the AFP Golden Horseshoe Chapter

Objective 3: Implement Annual Every Member Campaign

Strategies

- a) Organize annual board campaign with 100% board participation
- b) Deepen engagement of donors and increase overall financial contribution annually by ~ 10%
- c) Develop a solid communication strategy to show impact and dollars at work

Objective 4: Conduct an annual bursary and scholarship program

Strategies

- a) Ensure 100% of bursary and scholarships are distributed annually and increase applications for bursaries by 20% year over year
- b) Promote opportunities to membership and ensure more personalized communications through recipient profiles and benefits to increase participation
- c) Find ways to integrate opportunities available with membership recruitment and retention

Objective 5: Increase and uphold the profile of the chapter

Strategies

- a) Continue to communicate personally with members on a regular basis
- b) Develop an outreach plan for external audiences (community groups, foundations, ...)
- c) Where appropriate, ensure government relations updates and bulletins are communicated with the board and members