

MISSION VISION

The Association of Fundraising Professionals empowers individuals and organizations to practice ethical fundraising through professional education, networking, research and advocacy.

To stimulate a world of generosity and positive social good through fundraising best practice.



IDEA (Inclusion, Diversity, Equity & Access)

Ambition Statement

Attract, empower and retain a membership that is representative of the diversity of our communities and those served by our work.

STRATEGIC OBJECTIVES

Objective 1.1: Reduce the barriers

- Determine the barriers that prevent the membership and the profession from reflecting the diversity of the GTA and build a plan to overcome them
- Improve accessibility of AFP professional development opportunities for diverse professionals (members and non-members)
- Address accessibility and relevancy issues faced by fundraisers employed by small charities

Objective 1.2: Engage and communicate

- Develop an engagement strategy for people of colour, people with disabilities, LGBTQ+, Indigenous and Metis peoples, and others who are underrepresented in AFP GTA and the sector, with consideration of intersectionality

- Develop a communications strategy to promote the Chapter's commitment to IDEA (internal/external)

Objective 1.3: Support the fellowship program

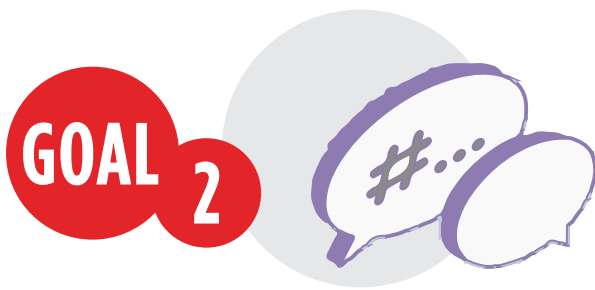
- Partner with AFP Canada Foundation to promote Fellowship Program and to support fundraisers (members and non-members) from underrepresented communities and small charities, enabling them to access AFP professional development and AFP speaking opportunities

Objective 1.4: Address gender inequality

- Address the barriers that prevent female fundraisers from earning equitable wages and from obtaining proportional representation in senior leadership roles; engage male champions in this work, consider complexities of intersectionality and explore opportunities to education Boards about gender bias
- Leverage resources from AFP International, support fundraisers experiencing gender bias and/or sexual harassment in their workplace

Objective 1.5: Integrate IDEA throughout the Chapter

- Embed clear expectations for diversity and inclusion across all portfolios and at all events through a board steering committee
- Employ a diversity checklist to ensure D&I values are applied and maintained across all portfolios
- Explore partnerships with other sector organizations to realize implementation of IDEA principles



Member Experience

Ambition Statement

We will achieve greater satisfaction with the AFP experience among current members and new members

Attract and retain – answer the why

STRATEGIC OBJECTIVES

Objective 2.1: Improve member experience

- Achieve annual goals for acquisition and retention by increasing frequency of mechanisms for member feedback and introducing exit surveys for non-renewing members
- Develop standardized methods of collecting and analyzing member data to drive decision-making
- Improve accessibility by revising membership tiers/benefits relative to age, stage, resources, employment status and level of organizational support
- Enhance networking opportunities both in person and via digital platforms

Objective 2.2: Enhance communications to members and member-employers

- In partnership with AFP Canada, articulate and communicate the value proposition for the

fundraising profession, AFP membership and the Every Member Campaign

- Take a member-focused inventory of AFP communications (frequency, differentiation of chapter communications from other AFP communications)
- Invest in technology to improve member communications (database, online member portal, event registration system, user-generated content) and ensure data privacy and security
- Deliver a customized experience to members through member personas and segmented communications

Objective 2.3: Strengthen education programming

- Review the content and delivery mechanisms of education programming to determine opportunities for improvement in response to member feedback
- Reaffirm our Chapter's position as the premier provider of professional development relative to the current climate including consideration of other free and paid resources

Objective 2.4: Prepare fundraisers for digital disruption

- Evaluate and enhance volunteer expertise for digital strategy
- Establish baseline for current digital learning opportunities and develop strategy to grow them
- Define chapter investment in digital learning by investing in external audit and allocating resources for implementation



Incubation & Acceleration

Ambition Statement

Through incubation and acceleration, we will be the thought-leader for leading-edge ideas and initiatives in fundraising and philanthropy

STRATEGIC OBJECTIVES

Objective 3.1: Revisit and strengthen educational properties

Convene an innovation task force to bring an innovation lens to each property and identify opportunities for disruption

- Convene a task force to review signature properties with an innovation lens
- Reimagine programming and leadership development opportunities for senior fundraising leaders and emerging leaders

Objective 3.2: Curate and disseminate knowledge to members and stakeholders

- Commission research and advance knowledge about the fundraising profession and the charitable sector via AFP Insights
- Evaluate early results and consider multi-year funding for AFP Insights

- Explore opportunities to support dissemination of member-generated content and up voting of useful resources

Objective 3.3: Generate revenue

- Accelerate 1-3 ideas from Innovation Task Force to become revenue sources
- Explore development of digital educational properties that could be shared with partners
- Encourage philanthropy amongst our members to support AFP priorities



Image & Reputation

Ambition Statement

Fundraising is valued as a profession and professional fundraisers remain in the field

STRATEGIC OBJECTIVES

Objective 4.1: Strengthen the value proposition for fundraising as a profession

- Capture and analyze the perceptions about professional fundraising by developing a research agenda and investing in a perception study; respond to the key research findings
- In partnership with AFP Canada, develop a plan to promote the profession to internal and external stakeholders

Objective 4.2: Create member value through public affairs

- In partnership with AFP Canada, determine platform priorities to influence federal public policy that will strengthen philanthropy, fundraising and the nonprofit sector
- In partnership with AFP Canada other sector organizations, work to strengthen the culture of giving among Canadians

- Demonstrate the value of government relations to members via education programming
- Review and strengthen focus on ethical fundraising to increase public trust and strengthen reputation

Objective 4.3: Strengthen members' commitment to the profession

- Determine why fundraisers leave the profession and develop retention strategies
- Support professional growth through intentional career planning via a virtual AFP Career Centre
- Explore opportunities to support the development/strengthening of the talent pipeline for professional fundraising through partnerships

Objective 4.4: Extend focus beyond current members

- Engage with underrepresented communities to engage in mutual learning that will serve to strengthen the Chapter, the profession and our contribution to community
- Engage with Board Directors and other NFP sector functions/professions to improve their understanding of the value of professional fundraising
- Enlist donors and volunteers to speak on our behalf about the value of professional fundraising



Organizational Health

Ambition Statement

AFP GTA is a high performing & sustainable organization

STRATEGIC OBJECTIVES

Objective 5.1: Strengthen governance

- Build on existing volunteer succession plan
- Enhance transparency and consistency of governance processes for all committees and properties
- Infuse IDEA principles into all committees and properties
- Ensure the work of each committee is fully aligned with strategic plan and has a clear mandates, work plan and qualitative and quantitative measures in place;

Objective 5.2: Build HR and staff capacity

- Ensure staff leadership has the mindset and skillset to foster growth
- Create HR policies and resources to support employee growth and development; be an employer of choice and reduce turnover
- Ensure succession planning and knowledge transfer are embedded in team culture
- Embed Inclusion, Diversity, Equity and Access in hiring processes and team development
- Empower staff to drive annual business planning and implementation

Objective 5.3: Improve volunteer management and experience

- Attract, recruit, engage and retain volunteers through relationship management best practises, leveraging data about volunteer experience
- Cultivate high level of board engagement and satisfaction
- Ensure volunteers are stewarded and recognized
- Ensure clarity of volunteer expectations with terms of reference, roles and responsibilities, job descriptions for every committee and their key roles

Objective 5.4: Grow revenue and improve financial sustainability

- Maintain positive balance sheet and sustain chapter operations
- Continue to implement Revenue Generation Task Force recommendations
- Using data to drive decisions, maximize the value of Chapter assets and revenue streams
- Strengthen sponsor experience by seeking feedback and implementing findings

Objective 5.5: Grow partnerships to extend our impact

- Achieve clarity regarding alignment with AFP Canada
- Develop a partnership framework by assessing chapter assets and defining goals, objectives and resources
- Determine local, regional or national partnership opportunities and initiate a pilot in year 1 or 2

Objective 5.6: Improve environmental sustainability

- Strike a sustainability task force to facilitate further greening of the Chapter and reduction of its environmental footprint