



**Three-year Strategic Communications Plan
and
Research Analysis Report**

Prepared For:

Brenda Hajdu, Executive Director

Sarah Wolf, Community Engagement Coordinator

Prepared By:

Group 6

Tara Anderson

Lindsay Butt

Schintelle Harte

Justine Newcombe

Anna Taylor

Table of contents

Three-year Strategic Communications Plan

Executive Summary.....5

Background.....6

Organizational goal.....7

Opportunity Statement.....7

Situational Analysis.....8

SWOT Analysis.....10

Audience Analysis.....11

Empathy Map.....13

Communications goal.....14

Objectives.....14

Strategies and Tactics.....15

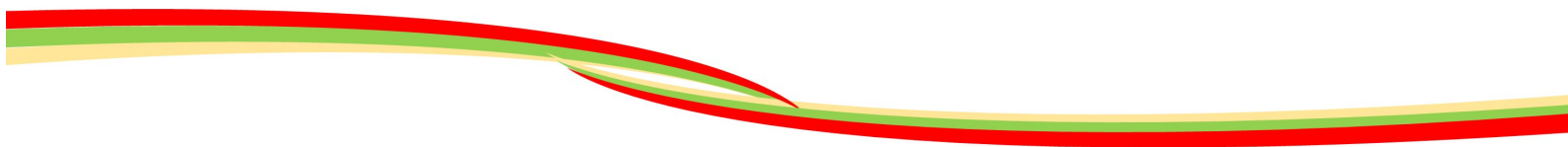
Key Messages.....18

Spokespeople.....18

Evaluation.....20

Critical Path and Timeline.....23

Budget.....29



Appendix One: Research and Analysis Report

Situation and background.....32

Organizational goal.....33

Opportunity Statement.....33

Objectives of the research and analysis report.....33

Overview of the report.....33

Research.....34

Methodology.....34

Audience Analysis.....35

Primary.....35

Secondary.....36

Research Analysis.....47

Recommendations and considerations.....50

Appendices.....52



Appendix Two: Client Proposal

Background.....69

Opportunity Statement.....70

Objectives of the proposal.....70

Products.....70

Scope.....71

Communications Plan.....72

Proposed Approach.....72

Methodology.....72

Anticipated Outcomes and Benefits.....73

Resource Considerations.....73

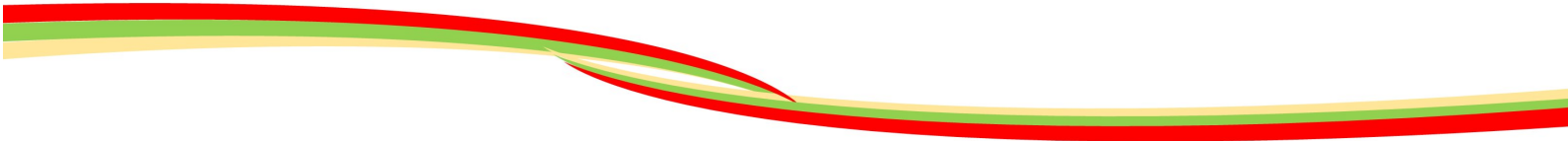
Budgetary Considerations.....73

Client-Group Considerations.....73

Project Schedule.....74

Proposed Budget.....75

Strategic Communication Proposal Agreement.....76



Executive Summary

“Burlington is a very special community that demonstrates a strong commitment to serving others. We take pride in being among a strong group of corporate citizens committed to helping others. Together, we are able to provide food for more than 200,000 meals each and every month.” - Brenda Hajdu, executive director, Food for Life.

Food for Life, a non-profit organization (NPO) based in Burlington, Ontario, is seeking to increase donations of food, finances and volunteer hours by promoting the good work they do in the Halton Region: Burlington, Milton, Oakville and Halton Hills. Stigma associated with hunger has proven to be a deterrent to Food for Life’s operations. Changing this attitude is key for Food for Life’s future success.

Primary and secondary research was conducted to analyze current national and local trends regarding volunteering and donating to charity. Primary research was conducted through a region-wide survey distributed on social media, targeted towards adults ages 18 and older. The communications plan is targeted towards this same demographic, with secondary audiences including seniors, current Food for Life volunteers and community partners. Secondary research was gathered from Statistics Canada, Halton Region and colleagues in the communications industry.

The goal of this communications plan is to drive donations and volunteer support to the organization by communicating the valuable work Food for Life provides in Halton Region. The objectives are to increase social media engagements to foster more conversations regarding hunger, to increase level of awareness surrounding hunger in Halton Region and to create communications plans that improve donations and volunteer hours.

The goal and objectives will be achieved through a variety of strategies and corresponding tactics. Strategies include creating campaigns targeting seniors, increasing social media usage,

leveraging community partnerships and introducing the “Focus on Fresh” campaign, which will highlight the organization’s preference for distributing fresh food over traditional non-perishable fare.

Some of the most important tactics include the use of the #FocusOnFresh hashtag, adding the tagline “Not Your Average Food Bank” to the organization and curating relevant content for all social media platforms. In addition, Food for Life will enhance their multimedia projects, creating video content featuring clients (called ‘neighbours’). Direct mail campaigns will target seniors who may not be computer savvy. Reaching out to potential volunteers through schools and churches is an important tactic in gaining more support, as well as creating more partnerships with corporations and community groups.

Key messages were created for each objective that reinforce the importance of becoming involved with a NPO like Food for Life.

Food for Life understands that as a small NPO, they need to have a focused communications plan to carry them through the next three years. This report outlines how Food for Life can promote their work within their community through May 2020.

Background

Food for Life was founded in 1995 by George Bagaco, who recognized the growing need to provide food donations to members within his community.

The success of this small endeavour allowed him to start delivering to other neighbourhoods, and he gained support from the Rotary Clubs and Kerr Street Ministries. As a result, Food for Life gained a vehicle and warehouse space. They were then able to hire their first staff members which was integral to their success: a driver for the delivery van and a part-time executive director to run the organization.

In 2003, Food for Life Canada was officially incorporated as a registered charitable organization. Their partnerships began to flourish and they began delivering food to various agencies within the community on a weekly basis.

By 2006, Food for Life began collaborating with several agencies and food banks in Halton Region to determine how they can work together to maximize their impact.

In 2016, Food for Life distributed 2.5 million pounds of food to people in need. They call these people ‘neighbours’, as it builds close ties within the community. This year their goal is to distribute 3.1 million, with 68 per cent being fresh produce, meat and dairy. To reach their target this year, Food for Life will need to conduct primary research to determine their key audiences in Halton Region and their level of awareness of the brand and their initiatives. The research findings will help Food for Life identify ways to increase the support and donations of the charity.

Organizational goal

To source and distribute fresh, nutritious food to those in need through community partnerships.

Opportunity Statement

Food for Life is a non-profit organization based out of Burlington, Ontario, that delivers fresh and perishable food throughout Halton Region. In 2016, they distributed 2.5 million pounds of food to those in need. Food for Life sees the benefits of their program, but recognizes the strong need for more support and donations to the organization. They would like to conduct an anonymous online survey for people who reside in Halton to determine the awareness of their organization, as well as hunger within the region. By effectively reaching and educating their target audience, Food for Life can increase support and donations for their organization, as well as lessen the hunger gap in Halton Region.

Situational Analysis

External

The Halton Region community has a mixed age demographic, who are likely to make monetary and supplies donations. In the last year, Food for Life has seen a 20 per cent increase in donations. Food for Life has an opportunity to reach out to this demographic, to create brand awareness and education initiatives to encourage more community support and donations to the organization.

They also have the opportunity to showcase how their involvement and support of the organization will result in community support. Survey results show that people are more likely to support a community based NPO.

In 2015, Food for Life received \$210,666 in foundation grants. In 2016, they received \$303,000 in grants, which is a 44 per cent increase from the last year. The United Way gave the NPO \$107,625 in 2016. The Halton Region Community Investment Fund contributed \$138,038 in 2016. In 2015, donations and fundraising brought in \$128,623. Last year, they raised an additional \$25,800 in donations and fundraising, bringing in \$154,423.

The Good Samaritan law protects food donors in good faith. Food for Life also adheres to Halton public health standards.

Food for Life has very strict client confidentiality with respect to those who participate in and donate to their organization. Also, the organization does not need to know a neighbour's situation to be able to participate in their program. They also include cause marketing and storytelling on their website, which is done with consent and respect.

Internal

Food for Life works with a number of community programs and partners throughout Halton Region to deliver fresh, nutritious food to those in need. These partnerships have led to an

increased presence across the region for Food for Life. In 2016, Food for Life saw a total of 38,239 neighbour visits to their programs each month; volunteers invested a total of 40,960 hours. Food for Life is operated by a nine-person team and values their close relationships with volunteers in the community.

Food for Life's small team limits their human resources. Therefore, they rely heavily on volunteer support to execute the food programs they support with fresh produce. Increasing volunteer opportunities outside of handling and distributing food, like introducing roles of photography, could support the team in executing the tactics of this communications plan.

Halton Region has a mixed age demographic that are likely to make monetary donations and donations of supplies. Retirees are also likely to volunteer their time.

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Dedicated team of volunteers that consistently devote their time on a weekly basis. ● Partners with other non-profit organizations. ● Currently receives fresh produce from many organizations. ● Has fresh, perishable food products, whereas most food banks can only offer non-perishable products due to storing capacities. <ul style="list-style-type: none"> ○ Unique business model. ● Receives some government funding. ● Non-profit is highly in demand, as one-in-ten people in Halton experience hunger. ● They are recognized as one of the top 10 charities in Canada by Charity Intelligence Canada. ● Strong relationships with area church group through neighbourhood-based programming. 	<ul style="list-style-type: none"> ● Limited funding available to pay staff. ● Requires volunteers to function. ● A large portion of the public does not know of this organization and its services. ● Website needs overhaul. ● Regional presence as opposed to provincial or national. They don't benefit from a larger network. ● Limited funding for advertising and marketing. ● Not very active on social media to communicate with their clients.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Can branch out to other companies to see if they would be able to donate fresh, perishable products. ● Can inform public about the current hunger rates in Halton Region. People who are informed are more likely to donate their time or money. ● Raise more awareness for the NPO within Halton Region. ● Close the hunger gap while lessening the stigma surrounding the need for use of a food bank. ● Educating more people about the organization and what they do in Halton Region. ● Expanding their reach within the community. 	<ul style="list-style-type: none"> ● Other non-profit food charities. ● Other charities in general that people already know and feel comfortable donating time and money to. ● Stigma surrounding hunger and poverty. ● Negative media coverage that may question the quality of the food being donated to NPO's like Food for Life. ● General apathy from potential volunteers. ● Dependence on government donations. ● Rising overhead costs such as hydro to run the freezers/refrigerators.

Audience Analysis

The primary audience for this three-year communication plan are the residents of Halton Region, as they are the people who donate and volunteer to Food for Life. Next, in order of importance, Food for Life will need to focus on current supporters/volunteers of charities and organizations, current and potential corporate sponsors, community partner organizations and residents of Halton Region over 65. For these audiences, Food for Life needs to consider attitudes towards charitable giving habits as well as donor and volunteer habits. They also need to consider the average income of residents in this region (\$119,403).

Primary audience

The outcome for the primary research audience was 123 respondents within the Halton Region, ages 18 and above. The anonymous survey consisted of 13 questions, however, it is important to note that respondent numbers vary throughout. This is can be attributed to two factors; conditional questions and respondents not providing answers to certain questions. From the primary research results, important characteristics were noted of the primary audience:

- Among 20 respondents, not involved with a charity, almost three-quarters of them would get involved if they knew who they were impacting (70%).
- Out of 121 respondents, almost three-quarters would prefer to donate food/supplies to an NPO (70%). Almost two-thirds would prefer to support an organization through monetary donations (59%). Almost half would support an organization by volunteering their time (43%).
- Out of 109 respondents, almost three-quarters found out about new charities and causes through social media (72%) and word of mouth (69%). Other ways that respondents knew about charities and causes were through posters/printed material (21%), newspaper ads (20%), current volunteer opportunities (17%) and job boards (3%).
- Out of 114 respondents, more than one-third recognize that one in 10 people experience hunger in the Halton Region (39%). Other respondents feel that one-in-five (20%), one in 15 (21%) and one in 20 (19%) experience hunger in the Halton Region.

These characteristics are important to note, because it addresses where the primary audience is likely to donate/volunteer, how they are more likely to volunteer (know who they are impacting), where they hear of the charities they support and their current knowledge on hunger in Halton Region. All of these details help shape the direction of this plan. For example, from the primary research results, the first objective was created to increase engagement on social platforms. This is due to the fact that 72 per cent of respondents said they found out about new charities and causes through social media.

Secondary audiences

Community partner organizations

- Food for Life currently has over 80 agency partners that distribute food to the hungry including churches, youth centres, community kitchens and other food banks. These partners rely heavily on volunteers to staff their events.

Current supporters/volunteers of charities and organizations

- In 2016, Food for Life relied on 40,960 hours of time from their volunteers. Continuing to reach out to volunteers with Food for Life is necessary, to reaffirm that their donation of time is vital for the success of operations. Volunteers for Food for Life are generally retirees looking to stay involved, or those involved with Food for Life's community partner organizations such as members of a church congregation.

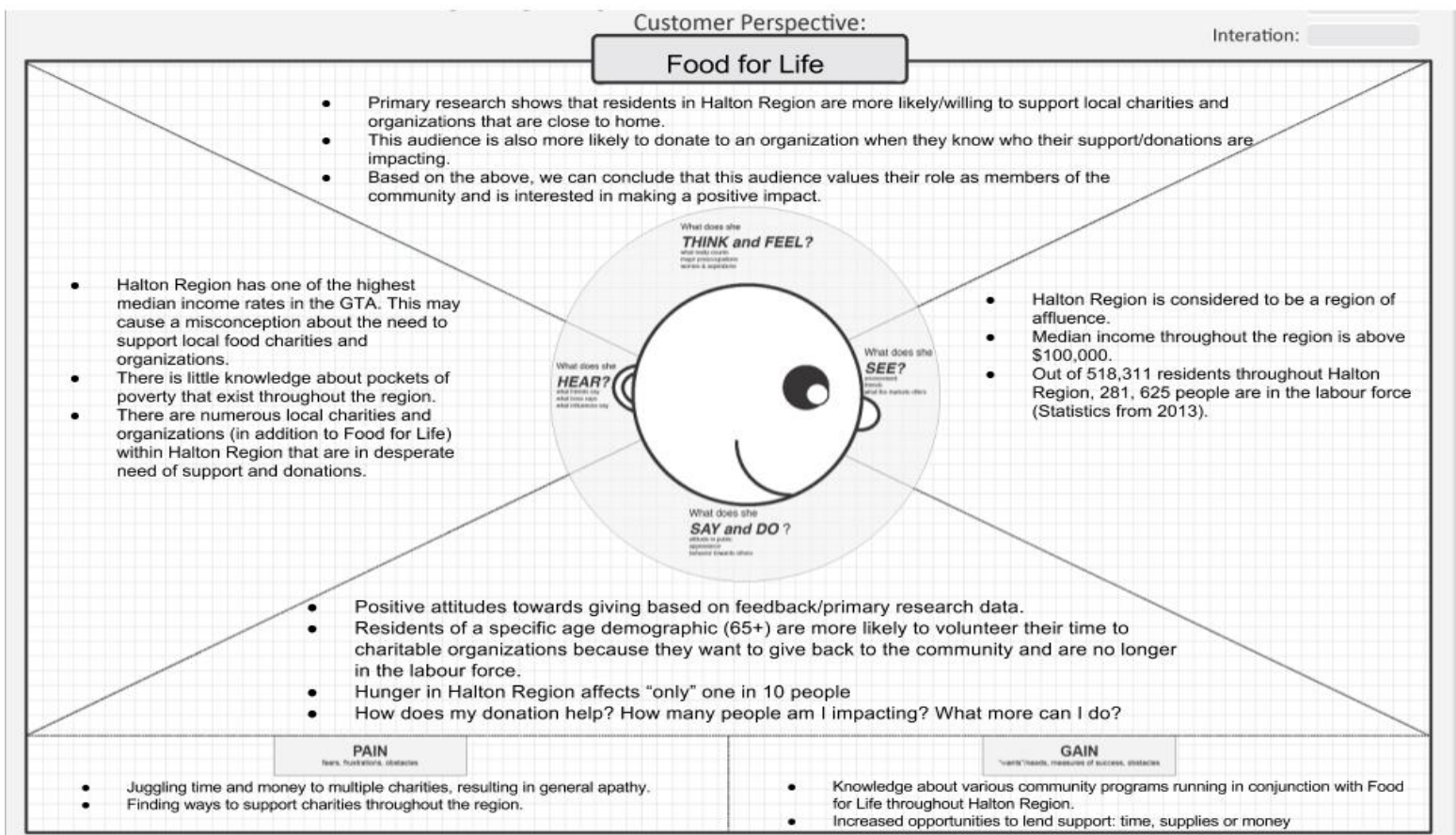
Current and potential corporate sponsors

- Corporate sponsors and donors include local grocery stores, farms, gardens and food drives. Grocery stores are corporately run, while many farms are privately operated. Food drives are put on by schools and other community groups.

Residents of Halton Region over 65

- Research shows that older adults are more likely to donate financially to non-profits than volunteer their time. However, volunteer hours rose eight per cent between 2004 and 2013. Twenty-nine per cent of adults 65 and older in Halton Region live alone and rely on support from community organizations. Food for Life can reach out to these seniors to educate them about the organization and increase their desire for social involvement.

Empathy map



Communications Goal

To drive donations and volunteers by communicating the important work they do in Halton Region to combat hunger and the stigma surrounding poverty.

Objectives

- Increase engagement across the following social platforms by 10 per cent to 20 per cent each year until May 2020:
 - Increase Twitter followers by 10 per cent each year until May 2020.
 - Increase Facebook followers by 10 per cent each year until May 2020.
 - Increase LinkedIn followers by 20 per cent each year until May 2020.

- Increase level of awareness surrounding hunger in Halton Region by 20% by May 2020.

- Create and foster three communications campaigns that inspire people to increase their donations and volunteer hours.
 - Increase financial donations \$6,000 per year from 2016 total of \$154,423.00 until May 2020.
 - Increase value of food donations from 5.8 million to 6.5 million over the next three years.
 - Add 2,000 volunteer hours per year over the next three years from current total of 40,960.

Strategies and Tactics

1. Leverage social media interactions to create awareness of Food for Life and their role in alleviating hunger in the region.

- Create an annual plan for seasonal campaigns/events that can be promoted well in advance.
 - Promotions to be across all social platforms (Twitter, Facebook and LinkedIn).
 - Create and maintain a database of photographs.
 - Create a short, one-minute video that promotes each campaign/event that will be shareable across all platforms.
 - Create and promote hashtags specific to each event to encourage audience engagement.
- Create Food for Life related content in the form of posts (at least one per month) to be shared on the website, Facebook page, LinkedIn and promoted on Twitter.
- Populate social media channels with more media/video content (i.e. pictures and video of truck deliveries, grocery “store” set up, volunteer messages etc.).
- School visits in the region to showcase the work and impact of Food for life and encourage volunteering.
- Leverage trending hashtags on Twitter, and use them to communicate and engage with new and existing audiences.
- Post volunteer opportunities on website (as opposed to having people fill out a form, post specific opportunities).
- Increase activity on LinkedIn by posting articles and contributing comments in local discussion boards.

2. Leverage community partnerships to increase awareness and education of Food for Life services.

- Partner with support programs at churches so current volunteers can recruit new volunteers from the same congregations.
- Partner with community organizations and businesses (i.e. grocery stores) to help educate

people about the proliferation of hunger, especially in Halton Region, while building on existing relationships with churches and community groups to source volunteers and donations.

- Leverage existing relationships with churches and introduce the program in Sunday schools. Relate the program to Sunday school teachings to encourage good volunteer habits in children.
- Secure local radio and cable coverage on K-Lite (CKLH-FM), Cogeco TV and 100 Huntley Street (Crossroads Christian Communications) for upcoming campaign/events.

3. Create initiatives that highlight Food for Life's involvement with the community.

- Visit schools in the region to educate students about the importance of food donations.
- Set up booths at various regional/community events and hand out printed material to the public.
- Create a “who we help” tab on Food for Life website and populate neighbour stories and videos.
- Host fundraising event in the community.
- Use local families who are willing to be photographed as the face of their campaigns, especially if they're involved in the community some way. They have a large reach.

4. Build a campaign targeted towards the 29 per cent of seniors in Halton Region who live alone to entice them to take on new challenges and begin volunteering for Food for Life.

- Direct mail campaign for seniors with personal invitations inviting them to volunteer.
- Partner with organizations like Acclaim Health and YMCA to add volunteering to their social outreach programs.
- Reach out to seniors who already attend church services.
- Invite seniors to participate in events with their grandchildren.

5. Introduce the “Focus on Fresh” campaign showing that Food for Life has a unique approach to their distribution of food.

- Add “Focus on Fresh” to all printed and digital communication materials.
- Place print ads in community newspapers announcing the new campaign and radio ads.
- Add the tagline “Not Your Average Food Bank” to the Food for Life brand.
- Create a list on Food for Life website showing where/when events will be held and what food will be available. Allow ‘neighbours’ to sign-up to receive an automated e-blast when an event is occurring in their area.
- Populate social media channels with media content (i.e. pictures and video of truck deliveries, grocery “store” set up, volunteer messages etc.) publicizing how fresh their food is.
- Run seasonal campaigns like Easter and Canada Day campaigns similar to Christmas campaigns, focusing on seasonal food (i.e. ham on Easter or fresh barbeque supplies for Canada Day - hot dogs, macaroni salads, etc.) People are in need of fresh food year-round, not just at Christmas.
- Implement a neighbour satisfaction survey available at events asking for feedback on the freshness and availability of foods.

6. Use Food for Life’s Top 10 Charities award to support their mission and values throughout Halton Region as they educate both new and existing audiences on the need for support to the hungry.

- Leverage various local, national and global food and hunger initiatives by joining the conversation online (i.e. World Food Day).
- Creation and distribution of semi-annual reports to investors.
- Create six public service announcements that encourage support to local non-profits.
- Local celebrity spokesperson at event: Retired NHL player Wendel Clark. Clark owns a restaurant in Burlington. He can publicize events and relate to how he doesn’t like food going to waste.
- Ask grocery retailers if they would like to partner on a fundraising campaign.

Key Messages

1. Food for Life is a non-profit organization, delivering fresh produce to families in-need in Burlington, Oakville, Milton and Halton Hills.
2. Hunger doesn't take a day off, especially with one in ten people in Halton Region experiencing hunger.
3. If you have the ability to help, you have the responsibility to help.

Spokespeople

Sarah Wolf: Community Engagement Coordinator



Sarah earned her post-graduate certificate in Public Relations from Mohawk College in 2013. Throughout her career she has developed numerous skills which are essential to being a communications professional. She has worked with various online platforms to enhance marketing strategies for events and has experience creating and maintaining webpages.

In addition, Sarah has experience working with the media and can leverage her experience and knowledge about Food for Life to deliver key messages. She is best suited for spearheading social media campaigns and creating campaigns highlighting Food for Life's community initiatives.

Brenda Hajdu: Executive Director



Brenda Hajdu is a proven business professional that excels with operational management, marketing and business development plans with more than 10 years of experience in advising private business and charities. As the founder of Food for Life, she has a passion for delivering a positive and memorable experience for the specific demographic.

She believes that business is about people, relationships, communities and results. Her experience in public relations makes her an ideal spokesperson to create and maintain corporate partnerships. She is a strong leader who enjoys managing and fostering the development of team members and is confident with formulating impactful decisions.

Brenda is best suited for promoting Food for Life's status as one of Canada's Top 10 Charities and leveraging Food for Life's existing relationships with community groups. As executive director, her voice is the most influential within the community.

Head Volunteer



Having one of Food for Life's head volunteers as a spokesperson is the perfect way spread the NPO's key messages. Hearing from someone who has helped 'neighbours' benefit from the

program will add credibility and trust in stakeholders. Having a volunteer will provide invaluable insight and entice others to become volunteers.

They will be able to effectively communicate the messages without getting emotional, as opposed to using a ‘neighbour’ who has used the program. It also allows Food for Life to continue upholding their confidentiality standards.

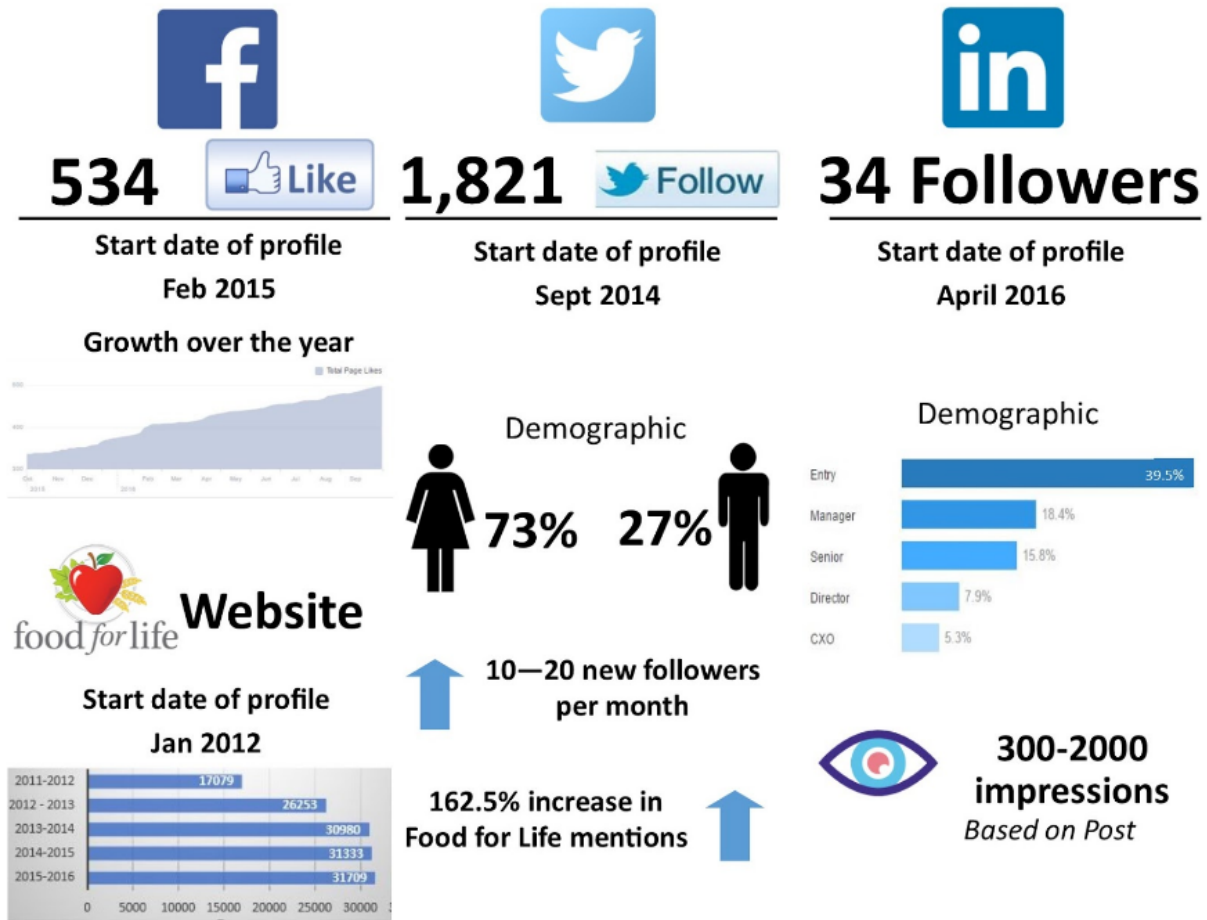
Evaluation

The evaluation process will measure the overall success and effectiveness of each objective of this communications plan. To ensure that the plan is meeting each stage of defined success, it is recommended that the social media analytic analysis and media coverage be tracked periodically, as well as annually. The anonymous surveys explained below will also be carried out at the end of each year from 2017 to 2020.

Social media analysis and media coverage (ongoing tracking):

To assess the effectiveness of using social media platforms to create brand awareness, Food for Life must leverage Twitter, Google and other analytics software in order to measure engagement with online trends. A benchmark evaluation will need to be taken before starting this plan, as well as at the end of the three years (i.e. record pre-implementation the number of followers, likes, etc. among platforms).

Consistent monitoring of their online platforms will allow Food for Life to engage meaningfully with their audience and assess the effectiveness of their plan. It is suggested that Food for Life also monitor periodically throughout the three years, to determine if any trends are noticed or changes are needed within the plan to maximize impact and results.



Organization review reports (semi-annually and annually):

By tracking the amount of monetary donations, donations of supplies and the breakdown of volunteer hours and form support, Food for Life will be able to assess if there has been growth in this respect over the years. This will be done at the semi-annually and annually during the period of release of the semi-annual and annual reports of the organization.

Anonymous surveys through Survey Monkey (annually):

The information needed to evaluate the success of the objectives that speak to audience education and influencing audience behaviour, will be gathered through an anonymous survey on Survey Monkey. It is recommended that this is evaluated and measured at the end of each year from 2017 to 2020.

An anonymous survey should be conducted annually, beginning from the end of 2018 to assess the effectiveness of educating the audience about the very real issue of hunger in Halton Region and Food for Life’s role in alleviating this hunger. This survey will include questions regarding the awareness of hunger in Halton Region and Food for Life’s involvement as the major distributor of fresh produce to food programs in Halton Region. The results of this survey can be compared against the results of the anonymous survey conducted among 123 participants of the community in March 2017.

The survey should also include questions on how the audience prefers to receive information and how they heard about Food for Life or other NPOs in Halton Region. This will allow the results to be compared against similar questions of the survey of March 2017, to assess relevance and effectiveness of the strategies used to meet the objectives of the plan.

By incorporating questions that determine the motivating factor to donate and volunteer, Food for Life will be able to assess whether the strategies developed in this communications plan were successful in increasing donations and support from their audience.

Campaigns:

Evaluation must occur after each of the three campaigns have been executed to determine how to move forward with the remainder of the communications plan. For example, if Food for Life decides they would like to execute more seasonal campaigns, they need to perform a timely evaluation before planning their next campaign. Evaluation will help uncover what campaigns are effective and how they need to proceed going forward.

Evaluation questions:

1. Is there an increase in the number of users to these programs offered by Food for Life? Is there a significant increase in specific programs?
2. Have we succeeded in reaching our goal to distribute 3.1 million pounds of food in 2017?
3. What have we learned about our target audience?
4. What have we learned about our secondary audience?
5. Are residents in the region more informed about the issue of hunger and Food for Life's role in lessening the hunger gap?
6. Have we effectively encouraged our primary audience to support our organization through time, food and monetary donations?
7. Are we confident in the reach of our services across the region?

Critical Path/Timeline

Date	Task	Assigned To	Additional Notes
April 2017	Meeting with Food for Life to discuss implementation of this plan	Sarah Wolf Brenda Hajdu	Go over strategic communications plan and access and revise critical path
Ongoing	Creation of specific hashtags based on planned events		
Ongoing	Increase activity on LinkedIn by posting and sharing content related to Halton Region and hunger issues		

Ongoing	Create one relevant post per month (i.e. highlights, neighbour features) for posting across all social media platforms		
Ongoing	Add a “Who we Help” tab to the Food for Life’s website and continuously populate with stories and testimonials	Sarah Wolf Intern	
May 2017	Implement Top 10 Charities award campaign		
May 2017	Create volunteer posting database on Food for Life’s website		Ongoing maintenance required
June 2017	Create a list of grocery retailers not involved with Food for Life and reach out to them, citing our successes		
July 2017	Film six public service announcement videos for release on YouTube and Cogeco TV Halton.	Intern	
July 1, 2017	Reach out to Wendel Clark for support		Celebrity spokesperson

August 1, 2017	Release first public service announcement		
September 1, 2017	Create database of existing organizational photographs	Intern	Ongoing task
October 1-16, 2017	Generate social media content regarding hunger stats ahead of World Food Day	Intern	October 16 is World Food Day
November 2017	Reach out to Halton District School Board to gauge interest in school visits		
November 2017	Photoshoot with local families for stock photos for 2018 year	Hired Photographer	
January 2018	Gather 2017 statistics; design semi-annual investor report		
January 30, 2018	Release first semi-annual report to investors		
February 1, 2018	Release second public service announcement		
March 2018	Introduce Food for Life and the idea of volunteering in Sunday schools		Build on already existing partnerships with local churches
April 2018	Evaluate first year of three year strategic communications plan	Brenda	

May 2018	Launch “Focus on Fresh” campaign across all communication channels		
May 2018	Rebrand website with “Not Your Average Food Bank” tagline		
May 2018	Plan “Focus on Fresh” campaigns for implementation during Canada Day, Thanksgiving and Christmas 2018		
June 1, 2018	Implement Canada Day “Focus on Fresh” campaign		
August 1, 2018	Release third public service announcement		
August 2018	Gather statistics from first half of 2018; design semi-annual investor report		
August 30, 2018	Release second semi-annual report to investors		
September 15, 2018	Implement Thanksgiving “Focus on Fresh” campaign		
November 2018	Photoshoot with local families for stock photos for 2019 year	Hired Photographer	

December 1, 2018	Implement Christmas “Focus on Fresh” campaign		
January 2019	Plan Valentine’s Day and Easter “Focus on Fresh” campaigns		
January 2019	Gather 2018 statistics; design semi-annual investor report		
January 20, 2019	Implement Valentine’s Day “Focus on Fresh” plan		
January 30, 2019	Release semi-annual report to investors		
February 1, 2019	Release fourth public service announcement		
April 2019	Evaluation of second year of strategic communications plan, including success or failure of “Focus on Fresh” campaign		
April 1, 2019	Implement Easter “Focus on Fresh” campaign		
May 2019	Design direct mail campaign inviting Halton seniors to volunteer with the program		

May 2019	Approach Acclaim Health about adding Food for Life as a strategic partner		
July 2019	Plan event for grandparents and grandchildren of existing church congregations to introduce them to Food for Life		
August 1, 2019	Release fifth public service announcement		
August 2019	Gather first half 2019 statistics; design semi-annual investor report		
August 30, 2019	Release semi-annual report to investors		
October 2019	Re-invigorate “Focus on Fresh” campaign with updated campaign material		
November 2019	Photoshoot with local families for stock photos for 2020 year	Hired Photographer	
January 2020	Gather 2019 statistics; design semi-annual investor report		
January 30, 2020	Release semi-annual report to investors		

February 1, 2020	Release sixth public service announcement		
May 2020	Evaluation of three year strategic communications plan; evaluate successes and failures		

Annual Budgets

Note** Figures shown below are estimates and reflect a single year in this three-year plan. Subject to changes and inflation.

2017	Item	Notes	Cost
	Print and promotional materials (branded posters, flyers etc.)	To be created and released for general promotion, fundraisings events and future campaigns	\$3,300
	PR/Communications (hours worked)	Planning, executing, evaluating tactics	\$2,970 (\$22/hr X 135 hrs)
	Local celebrity	May or may not be a budget for celebrity guest. They may donate their time	\$X.XX
	Fundraising and events	Based on 2016 figures	\$7,000

	Photographer	Two-hour session to shoot families for website stock photos	\$250
	Filming equipment	Film six public service announcement videos for release	\$800 (Video camera- \$700, Tri-pod - \$20, Microphone \$80)
	Total		\$14,320

2018	Item	Notes	Cost
	Print and promotional materials (branded posters, flyers etc.)	To be created and released for general promotion, semi-annual reports, fundraisings events and future campaigns	\$3,300
	Fundraising and events	Based on previous year figures	\$7,000
	Photographer	Two-hour session to shoot families for website stock photos	\$250
	PR/Communications (hours worked)	Planning, executing, evaluating tactics	\$2,970 (\$22/hr X 135 hrs)
	Total		\$13,520

2019	Item	Notes	Cost
	Print and promotional materials (branded posters, flyers etc.)	To be created and released for general promotion, semi-annual reports, fundraisings events and future campaigns	\$3,300
	Fundraising and events	Based on previous year figures	\$7,000
	Photographer	Two-hour session to shoot families for website stock photos	\$250
	PR/Communications (hours worked)	Planning, executing, evaluating tactics	\$2,970 (22/hr X 135 hrs)
	Total		\$13,520

Appendix One: Research and Analysis Report

Situation and background

Food for Life is a non-profit organization (NPO), based out of Burlington, Ontario. This NPO was founded in 1995 by George Bagaco, who recognized the growing need to provide food donations to members within his community.

The success of this small endeavour allowed him to start delivering to other neighbourhoods, and he gained support from the Rotary Clubs and Kerr Street Ministries. As a result, Food for Life gained a vehicle and warehouse space. They were then able to hire their first staff members which was integral to their success: a driver for the delivery van and a part-time executive director to run the organization.

In 2003, Food for Life Canada was officially incorporated as a registered charitable organization. Their partnerships flourished and they began delivering food to various agencies within the community on a weekly basis.

By 2006, Food for Life began collaborating with several agencies and food banks in Halton Region (Burlington, Oakville, Milton and Halton Hills) to determine how they can work together to maximize their impact.

In 2016, Food for Life distributed 2.5 million pounds of food to the hungry. This year their goal is to distribute 3.1 million, with 68 per cent being fresh produce, meat and dairy. To reach their target this year, Food for Life will need to conduct primary research to determine their key audiences in Halton Region and their level of awareness of the brand and their initiatives. The research findings will help Food for Life identify ways to increase the support and donations of the charity.

Organizational Goal

Increase support and donations for the organization.

Opportunity Statement

Food for Life is a non-profit organization based out of Burlington, Ontario, that delivers fresh and perishable food throughout Halton Region. In 2016, they distributed 2.5 million pounds of food to those in need. Food for Life sees the benefits of their program, but recognizes the strong need for more support and donations to the organization. They would like to conduct an anonymous online survey for people who reside in Halton to determine the awareness of their organization, as well as hunger within the region. By effectively reaching and educating their target audience, Food for Life can increase support and donations to their organization, as well as help to lessen the hunger gap in Halton Region.

Objectives of the research and analysis report

The objective of the research and analysis report is to assess the level of awareness of Food for Life, to see how they can better inform and reach their target audience. Food for Life will also need to determine the level of knowledge surrounding hunger in Halton Region in order to get people more involved. The target audience for their research is people who live in Halton Region ages 18-65+.

Overview of the report

This report is an analysis of primary and secondary research that informs the development of the long-term strategic plan.

The analysis of primary research through an anonymous online survey identifies the current level of brand and issue (hunger) awareness of the target audience in Halton Region. Additional observations of donor support preferences, favoured/popular supported charities and preferred channels of communication were also examined.

Secondary research examines national and regional donor and volunteer trends, to understand the target audience for the organization using statistics and reports from Statistics Canada and Community Development Halton. To add to the value of secondary research analysis, previously collected data from an informal anonymous survey was compared against findings of the primary research conducted for this report. This was aimed towards an analysis of donor/volunteer trends and preferences, plus the awareness of hunger as an issue in Halton Region.

For this report, both primary and secondary research were conducted to help develop and support the goal of the organization. The primary research was carried out through an anonymous survey online. The survey questions are listed in Appendix A1.

Research

Methodology for Primary Research

The data was collected through an anonymous online survey using Survey Monkey. The survey opened on March 9, 2017 and closed on March 15, 2017. The survey link was shared on multiple Halton Region Facebook groups through personal Facebook accounts. Some of the groups included Downtown Oakville, United Way of Oakville, Inspire Halton, City of Burlington, Georgetown Bread Basket and Acton Ontario Tell and Sell. The link was posted to these groups with a message stating that it was about food charity awareness. The survey was composed of 13 questions, including multiple choice and multi-select. Before the survey was distributed online, Food for Life reviewed and suggested additional questions to be considered for this primary research.

- Since the survey reached a variety of community groups within Halton Region, there was an even mix of ages in the survey sample. This led to better analysis, as the data was not skewed by age.
- Location: Although the survey was distributed among various community groups within Halton Region, Oakville residents account for almost half (47%) of the total survey respondents.

- The survey included multi-select and multiple choice questions. It also included an ‘other’ option, so respondents could explain their thoughts/opinions further.

Methodology for Secondary Research

Internal research was done through Food for Life’s annual reports. Volunteering and donating statistics in Halton Region and Canada were found through external research.

This research was used to identify:

- Food for Life’s internal trends.
- The social media reach of local non-profit food service organizations.
- Best practices for volunteering and donating in Halton Region.
- Comparisons between local and national volunteering and donation trends.

Audience Analysis

Primary audience - residents of Halton Region:

- The target audience is residents 18 and older in the Halton Region. This is the audience to which the long-term plan will be directed.
- The population of Halton Region is 518,311 as of 2013. That includes 281,625 people in the labour force.¹
- Median income for Halton Region is \$119,403, but Oakville has a median income of \$142,490, making it the most affluent of the cities within the region.²
- Citizens of Halton Region have access to and are active on social media, depending on online sources, including friends and family for news.
- The majority of residents speak English as their first language (86%) and are Canadian citizens (94%).³
- Eighty-seven per cent of Halton Region residents have at least a high-school diploma.⁴

¹ "Halton Region." *Halton Region at a Glance - Halton Region*. N.p., n.d. Web. 21 Mar. 2017. <<http://www.halton.ca/cms/One.aspx?portalId=8310&pageId=66957>>.

² Ibid.

³ "Halton Region." *Halton Region at a Glance - Halton Region*. N.p., n.d. Web. 21 Mar. 2017. <<http://www.halton.ca/cms/One.aspx?portalId=8310&pageId=109512>>.

⁴ Ibid.

- Findings from this research will help to inform Food for Life on how to best reach their audience.
- Before conducting primary and secondary research, the following needs to be considered:
 - Level of awareness surrounding hunger in Halton Region.
 - Awareness of organizations or food programs that help to combat this issue.
 - Attitudes towards charitable giving habits.
 - Where people learn about the charities that they currently support.

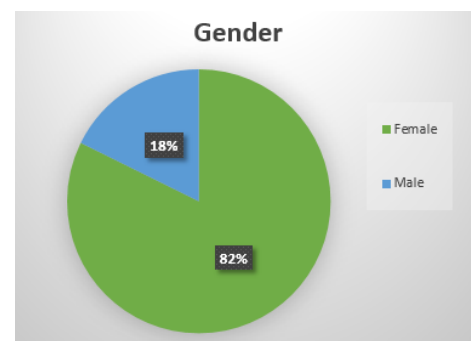
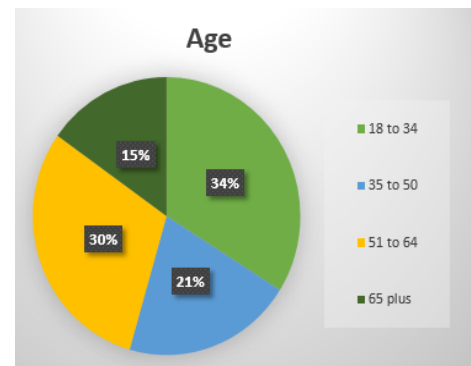
Secondary audience - current supporters/volunteers of charities and organizations:

- People who currently volunteer have a better understanding of the internal working of non-profit organizations.
- Volunteers can be any age, from children to seniors and of any income or education level.

Research Findings

Demographic trends:

- Age:
 - The responses to the question on age reflect a balanced range of respondents in this sample.
 - This can be attributed to the fact that the survey was shared on personal networks and community groups in the region.
- Gender:
 - A majority of the respondents in this sample identified as female (82%), while only a few identified as male (18%).
 - This skews the data to reflect that women are more likely to donate to charities than men.



Primary Research

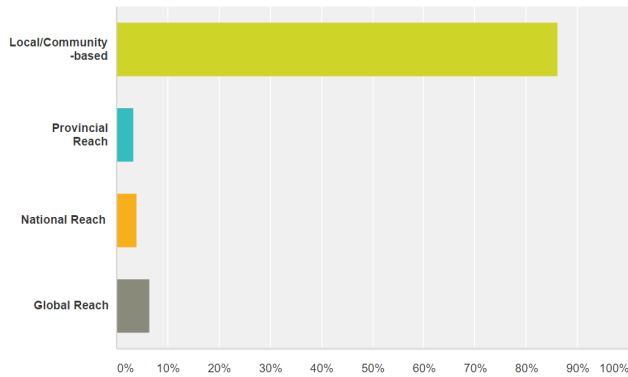
The responses to the anonymous survey reveal the level of awareness of food banks and programs in Halton Region. It also provides insight on the most commonly used channels of communication and donor and volunteer trends of the region. Although the survey captured the results of 123 participants, the number of responses to the 13 questions vary throughout the survey. This can be attributed to two factors; conditional questions and respondents choosing to skip answering to certain questions. From the primary research results, important characteristics were noted of the primary audience

Types of charities:

- Out of 123 respondents, a majority (86%) say they would most likely donate to a local community based charity over organizations with provincial reach (3%), national reach (4%) and global reach (7%).
- There were 111 responses to a question that explored the type of charity people would support. Among these responses, two-thirds would support food banks and food programs (68%), and more than half would support children's charities (59%) and health cause charities (57%). Almost half would support animal well-being charities (41%), while less than a quarter would support education charities (23%).

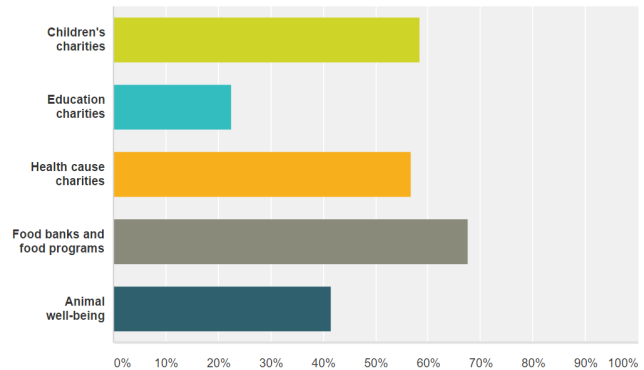
What type of non-profit organization are you most likely to donate to?

Answered: 123 Skipped: 0



What kind of charities do you support? (Choose all that apply)

Answered: 111 Skipped: 12



Considerations for getting involved with charities:

- The question related to understanding the reason for getting involved with a charity had 116 responses. From these results, almost two-thirds would get involved with a charity due to a personal connection (64%). One-third would get involved due to proximity/location to the organization (33%). Less than a quarter would consider convenience with schedule before getting involved (19%).
- Among 20 respondents not involved with a charity, almost three-quarters of them would be more likely to get involved if they knew who they were impacting (70%). Almost one-third would consider personal stories of progress to be a motivating factor for getting involved with a charity (30%). Less than a quarter would require understanding more about the charities (20%) and more flexibility around volunteer times before getting involved (15%).

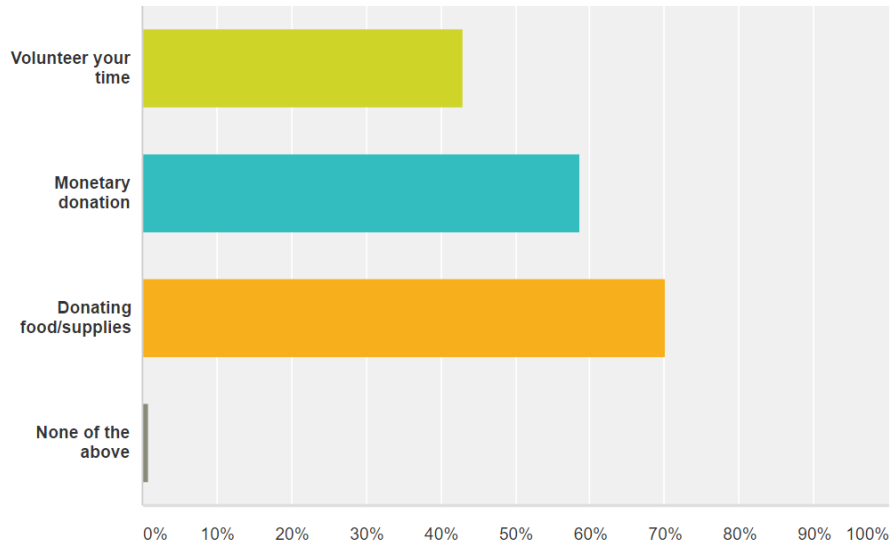
Donation and support preferences:

- While assessing preferences of ways to support a charity, 121 responses were collected. From these, almost three-quarters would prefer to donate food/supplies to an NPO (70%). Almost two-thirds would prefer to support an organization through monetary donations

(59%). Almost half would support an organization by volunteering their time (43%).

How are you most likely to support a non-profit organization? (Choose all that apply)

Answered: 121 Skipped: 2

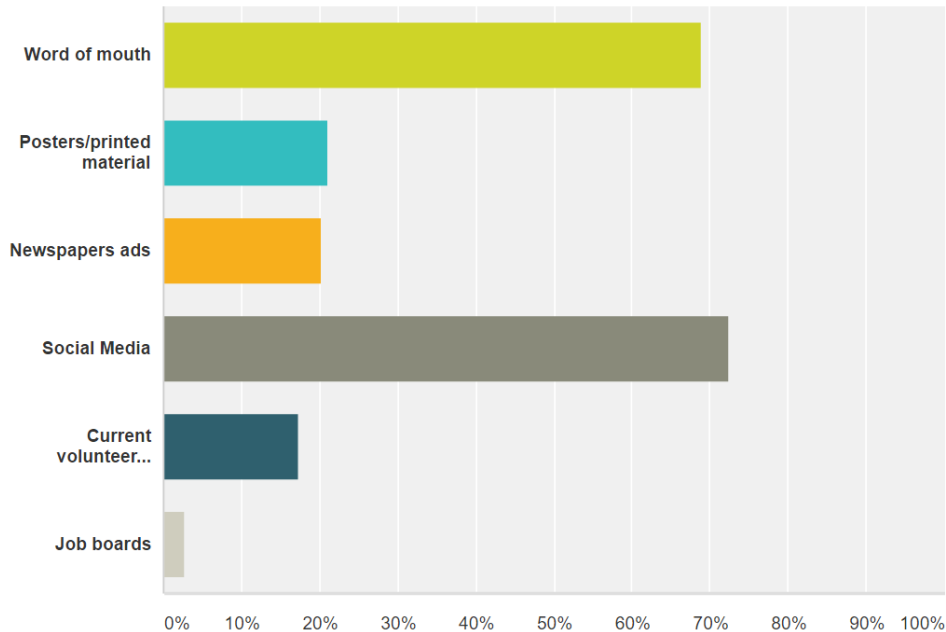


Channels of communication:

- In response to the ways people find out about new charities, 109 participants of the survey responded. Among these almost three-quarters found out about new charities and causes through social media (72%) and word of mouth (69%). Other ways that respondents knew about charities and causes were through posters/printed material (21%), newspaper ads (20%), current volunteer opportunities (17%) and job boards (3%).
- Survey results revealed that 105 respondents confirmed that they are already aware of food banks/programs in Halton Region. Among these, almost two-thirds of respondents found out through word of mouth (61%). Almost half of them found out about them through social media (48%). Other ways respondents knew about the banks/programs were through newspaper ads (30%), posters/printed material (26%), other NPO's and schools (20%) and previous volunteer experience (14%).

How do you usually find out about new charities and causes? (Choose all that apply)

Answered: 109 Skipped: 14



Awareness assessment:

- Distribution of food:

There were 109 respondents to a question regarding the awareness of the distribution of Food for Life food. From these, the majority believe that the food is distributed to food banks (82%). More than half believe that the food is distributed to community kitchens/dinners (59%) and community outreach/agency (53%). Almost half (49%) believe that the food is distributed to youth snack and food programs. Almost one-third believe that the food is distributed to senior nutrition programs (28%) and almost a quarter (24%) feel it is distributed to community housing.

- Hunger in Halton

There were 114 respondents that participated in a question to assess awareness of the statistics of

hunger in Halton Region. From the responses collected, more than one-third recognize that one in 10 people experience hunger in Halton Region (39%). Other respondents think that one-in-five (20%), one in 15 (21%) and one in 20 (19%) experience hunger in Halton Region.

Secondary Research

Internal

Food for Life produces an annual report for its stakeholders and this was consulted in conjunction with the organization's website. The internal research aimed to find statistics to confirm the impact the organization has throughout Halton Region and to find correlating statistics regarding volunteer hours and donations that will supplement the primary research.

Research findings:

- Food distribution amounts are dependent upon donations of both food and funds. The 2016 annual report shows an increase of \$408,000 worth of food and \$126,389 in monetary donations over 2015. A deeper look into Food for Life's archives would confirm this as a trend over a longer period of time.
- Food distribution amounts have increased in each of the last three years:
 - 2014: Two million pounds of food distributed.
 - 2015: 2.2 million pounds of food distributed.
 - 2016: 2.5 million pounds of food distributed.
- Over 38,000 people use Food for Life's services. This is up from 27,000 in the previous year. These clients come from varied situations and backgrounds.
 - Food for 200,000 meals per month/6,800 meals per day is distributed.
- Over 40,000 volunteer hours were calculated in 2016 from 800 volunteers.
- Food for Life has over 80 agency partners that distribute their food.
- Imaginative events create enthusiasm into the community for a renewed sense of purpose.

\$50,000 was raised at their ‘Ride to Provide’ event in collaboration with Burlington Food Bank/Partnership West.

Important world events should be considered when looking at donor trends since there are always variables at play (ex. certain events could cause a spike in the desire to volunteer like a local weather storm, government funding cuts, etc.).

The rise of social media also plays a role in donor trends. People are more easily reached via digital channels and usage trends are always on the rise as new channels are developed. Food for Life keeps active on Twitter with news and hunger statistics and they currently have 1,851 followers. In comparison, similar organizations have the following:

- Food4Kids Halton: 346.
- Halton Food for Thought: 1,343.
- Kerr Street Mission: 887.
- Georgetown Breadbasket: Does not have Twitter.
- Oakville Fare Share Food Bank: Does not have any social media beyond their website.

Food for Life, Halton Food for Thought and Georgetown Breadbasket all have between 500 and 600 likes on their Facebook pages. Food4Kids’ Facebook page has over 1,500 likes, but they are a combined Halton/Hamilton page which can be attributed to their high count. The Kerr Street Mission is more than a food bank and has 3,732 likes due to their multiple outreach programs.

Best Practices

Stats Canada provides a wealth of information on civic engagement in Canada; however, their statistics are from 2013 and need to be updated. Based on several documents, the following relevant information was found to support the research and help to draw conclusions.

Research findings:

- Volunteers decreased between 2010 and 2013 from 47 per cent to 44 per cent of the population.⁵
- 12.7 million Canadians volunteered in 2013 for 1.96 billion hours.⁶
- Older Canadians volunteer fewer times but for longer hours each time. Thirty-nine per cent of volunteer hours were contributed by those 55 and over. This is up from 31 per cent in 2004.⁷
- There was no significant difference between male and female volunteers (42 vs. 45 per cent).⁸
- Financial donations increased 14 per cent between 2010 and 2013, to a total of 12.8 billion dollars. The average annual amount per donor is \$531.⁹
- Just over 40 per cent of all financial donations went to religious organizations. Health care received 13 per cent and social services 12 per cent.¹⁰
- Monetary donations are tracked using tax returns so when considering this data, it must be remembered that many people don't claim charitable donations, or can't claim charitable donations if they are of an insignificant amount.
- Immigrants were just as likely to donate as Canadian-born citizens. Those who did contributed more on average than Canadian-born citizens. Attendance to religious groups may help explain this.¹¹

Please see Appendix A2 for a visual representation of some of the data above.

⁵ Turcotte, Martin. "Volunteering and charitable giving in Canada." Government of Canada, Statistics Canada. N.p., 15 Apr. 2016. Web. 20 Mar. 2017. <<http://www.statcan.gc.ca/pub/89-652-x/89-652-x2015001-eng.htm>>.

⁶ Canada, Government Of Canada Statistics. "Infographic: General Social Survey on Giving, Volunteering and Participating." Government of Canada, Statistics Canada. N.p., 21 Mar. 2016. Web. 20 Mar. 2017. <<http://www.statcan.gc.ca/pub/11-627-m/11-627-m2015001-eng.htm>>.

⁷ Turcotte, Martin. "Volunteering and charitable giving in Canada."

⁸ Canada, Government Of Canada Statistics. "Infographic: General Social Survey on Giving, Volunteering and Participating."

⁹ Turcotte, Martin. "Volunteering and charitable giving in Canada."

¹⁰ Ibid.

¹¹ Thomas, Derrick. "Giving and volunteering among Canada's immigrants." *Giving and volunteering among Canada's immigrants*. N.p., 27 Nov. 2015. Web. 20 Mar. 2017. <<http://www.statcan.gc.ca/pub/11-008-x/2012001/article/11669-eng.htm>>.

Competition Analysis

Food for Life works in conjunction with many similar organizations and as a charitable organization is not in competition with similar non-profits. However, trends from similar organizations can help create a picture of overall charitable awareness and civic engagement levels throughout the region. This secondary research consulted numbers from competitor's websites.

A volunteer awareness survey conducted by colleagues last semester looked at awareness and donor habits in the Greater Toronto Area (GTA). Their 82 respondent sample size included residents from Toronto, Hamilton, Mississauga, Burlington and Oakville.

- Although the survey was circulated across the GTA, more than two-thirds of respondents (67%) were residents of the Oakville area.
- More than half of the survey respondents (53%) were between the age of 18-34 years old. Exactly one quarter was between the age of 35-54 and 19 per cent was between the age of 25 to 34.
- When assessing the number of respondents who are current volunteers, more than two-thirds (65%) said no. Responses to this prompted the next question, which was 'have you volunteered in the past?' A majority (91%) answered yes.
- Respondents were then asked 'what are the barriers (to volunteering)?' Seventy-seven respondents skipped this question, so no accurate conclusions can be drawn, as the sample was not large enough.
- Respondents were asked if they were aware that monetary donations were just as essential as food donations. Sixty-one per cent said yes, while 39 per cent said no.
- When asked if they were more likely to give cash to food banks after the above excerpt, almost half said yes (49%), 18 per cent said no and one-third (34%) said they were unsure.

The secondary research from the volunteer awareness survey provides additional information on awareness levels, donor and volunteer trends when compared to the primary research that was conducted on behalf of Food for Life.

Almost half of the survey respondents (47%) were from Oakville; this portion of respondents represents a healthy chunk of the target audience for this research and communications plan, which includes residents of Halton Region.

Community Development Halton (CDH) is a non-profit organization committed to strengthening the community through the active engagement and participation of its members. It tracks local volunteer commitments and financial donations and keeps a database of current volunteer opportunities throughout Halton Region. Food for Life is a member of CDH's network.

Research findings from CDH:

- Volunteer hours and financial donations in Halton Region are both higher than the national average. 235,000 people or 59 per cent of the population volunteered time, while 30 per cent of taxpayers made a charitable donation.¹²
- There was a 10 per cent increase in donations between 2010 and 2014, from 177 million to 195 million.¹³
- Seniors (age 65+) donate an average of \$3,000 per year while the general median donation levels for the region hover between \$200 and \$500 based on location.¹⁴
- The 10 areas people are interested in volunteering are training and education, human services, office work, communications, administration, basic life needs (including health care), planning and coordination, special events, children and youth, and fundraising.¹⁵

¹² Hildebrandt, Ted, and Richard Lau. *Social Profile of Halton Region 2014*. Rep. Burlington: Community Development Halton, 2014. Print.

¹³ "Recent Trends in Charitable Donations." *Community Lens* 119 (Jan. 2017): 1-2. *Community Development Halton*. Web. 20 Mar. 2017. <<http://cdhalton.ca/images/pdf/communitylens/cl119-RecentTrendsInCharitableDonations.pdf>>.

¹⁴ Ibid.

¹⁵ "Volunteer Opportunities Database." *Annual Impact Report 2015-2016*(2016): n. pag. *Community Development Halton*. Web. 20 Mar. 2017. <<http://cdhalton.ca/images/cdhaltonmedia/pdfs/annualreports/2016-CDH-AnnualReport.pdf>>.

Trends from similar organizations:

Georgetown Bread Basket¹⁶

- Operated completely by volunteers.
- Required to provide proof of financial status before accessing the food bank.
- Clients can shop bi-weekly.

Oakville Fare Share Food Bank¹⁷

- Operated entirely by volunteers.
- Currently serves 350-400 families (approx. 1,200 people) per month.

Toronto Daily Bread Food Bank¹⁸

- One in eight families experience hunger in Toronto. The number of families accessing food banks has increased 13 per cent since 2008.
- Thirty-seven per cent of distributed food in 2015-2016 was fresh produce and dairy.
- \$22 million in food was distributed throughout Toronto.

Burlington Food Bank/Partnership West¹⁹

- 700 people access their services per month.
- Offers community lunches and dinners in addition to general food bank services.
- Clients are only required to provide proof of residency in Burlington.

¹⁶ *Georgetown Bread Basket*. N.p., n.d. Web. 20 Mar. 2017. <<http://georgetownbreadbasket.ca/>>.

¹⁷ *Oakville Fare Share Food Bank*. N.p., n.d. Web. 20 Mar. 2017. <<http://www.oakvillefoodbank.com/>>.

¹⁸ "Daily Bread Food Bank." *Daily Bread Food Bank*. N.p., n.d. Web. 20 Mar. 2017. <<http://www.dailybread.ca/>>.

¹⁹ "Burlington Food Bank, Partnership West." *Partnership West Family Support Network*. N.p., n.d. Web. 20 Mar. 2017. <<http://www.burlingtonfoodbank.ca/home.html>>.

Research analysis

Major themes

- Monetary donations:

The primary and secondary research results both reflect that almost a majority of people are more likely to support charities and NPOS through monetary donations as opposed to volunteering.

- Primary research findings reflect that out of 121 respondents, almost three quarters (70%) would prefer to donate food/supplies to a non-profit organization.
- Secondary research reflects that financial donations increased 14 per cent between 2010 and 2013, to a total of 12.8 billion dollars. The average annual amount per donor is \$531. Just over 40 per cent of all financial donations went to religious organizations. Health care received 13 per cent and social services 12 per cent.

- Volunteer preferences:

While exploring volunteer trends, primary and secondary research reflects that among people that are likely to support a charity or an NPO, less than half would do so by volunteering. An analysis the reasons for volunteering reflect that proximity to home, convenience with schedule and timings are factors being considered by volunteers before getting involved.

- Primary research findings reflected that out of 121 respondents, almost half would support an organization by volunteering their time (43%). Of 116 respondents, almost two-thirds would get involved with a charity due to a personal connection (64%). One-third would get involved due to proximity/location to the organization (33%). Less than a quarter would consider convenience with schedule before getting involved (19%).
- Secondary research results reflect similar volunteer statistics with the number of volunteers reduced between 2010 and 2013 from 47 per cent to 44 per cent of the population. 12.7 million Canadians volunteered in 2013 for 1.96 billion hours. Older Canadians volunteer fewer times but for longer hours each time. Thirty-

nine per cent of volunteer hours were contributed by those 55 and over. This is up from 31 per cent in 2004. There was no significant difference between male and female volunteers (42 vs. 45 per cent).

Primary vs. secondary research

The secondary research from a volunteer awareness survey conducted by classmates found that out of 82 respondents, more than one-third (35%) believed that one in 20 people were affected by poverty in Halton Region. Fifteen per cent of respondents believed it was one in 10. These two research surveys produced different results. The results from the anonymous survey asked ‘how many people do you think experience hunger in Halton Region?’ The data revealed that more than one-third (39%) knew that one in 10 people in Halton experience hunger. These questions call both hunger and poverty into question. There is value in assessing the awareness level of these two factors. For Food for Life in particular, this shows that people in the region may not be fully aware of the true need for support of organizations and that people believe this demographic is more affluent than it actually is.

Data captured from volunteer awareness survey done by peers asked ‘what motivates you to volunteer?’ This question captured 79 responses. Fifty-five per cent said ‘giving back to community’ was their main motivation for volunteering.

The anonymous survey asked ‘what type of non-profit organization are you most likely to donate to?’ This captured a total of 123 responses. Most (86%) said community/local reach was a major factor. The same survey also asked, ‘if you are/were involved with a charity, why did you get involved?’ From the anonymous survey conducted in March 2017, among 20 respondents not involved with a charity, almost three-quarters (70%) of them would get involved if they knew who they were impacting.

This primary and secondary research shows that support of local charitable organizations and NPO’s is important, and that people are more inclined to get involved when they know who they

are directly impacting.

When asked ‘what are you more inclined to donate?’ 79 people responded. The research found that nearly half (47%) of respondents would donate time, food and money. Twenty-nine per cent said they were more likely to donate food, while 13 per cent said money. Six per cent said they were more likely to donate their time and four per cent responded ‘none of the above.’

Data collected from the anonymous survey shows a significant difference. More than two-thirds (70%) are likely to support an organization through the donation of food and supplies, while 60 per cent said they would donate money. Less than half (42%) said they would volunteer their time. Secondary research from the volunteer awareness survey found nearly one-third (29%) were most likely to donate time. Forty-seven per cent of respondents said they were most likely to support an organization through food plus monetary donations, as well as volunteer time.

Demographic: age and location

- Millennials account for nearly three-quarters of the respondents (73%) of the volunteer awareness survey, while they only represent just over one-third of respondents (34%) of the anonymous survey. The results of the volunteer awareness survey represent the opinion of millennials, whereas the primary research reflects a healthier sample mix in terms of age.
- More than half the respondents from the volunteer survey (54%) were between the age of 18-34. This demographic only accounted for one-third of anonymous survey respondents (34%).
- The 35-54 age group made up one-quarter of the respondents from the volunteer survey (25%), while this group accounted for a combined total 51 per cent of the respondents from the anonymous survey. People ages 35-50 accounted for 21 per cent, while the 51-

64 demographic made up just under one-third (30%).

- The volunteer survey included no results for people from the age of 65 or greater, while this group accounted for 15 per cent of the respondents from the anonymous survey.
- More than two-thirds of respondents (67%) came from the Oakville area. These respondents accounts for a large portion of the target audience for this research and communications plan, which includes residents of Halton Region. Forty-seven per cent of the respondents from the anonymous survey were from Oakville.

Secondary research shows that Canadians over age 65 are more likely to donate funds rather than volunteer their time. Fourteen per cent of the survey respondents were over 65. Of that 14 per cent, only 29 per cent are not involved with a charity at any level. Thirty-five per cent would volunteer their time, while 88 per cent would donate funds or supplies. Nationally, 49 per cent donate funds or supplies while 40 per cent volunteer their time.

Recommendations and considerations

Semi-annual reports

Food for Life should consider implementing semi-annual reports. This would give the organization a reference point halfway through the year on whether their targets for food and monetary donations are being met and if they need to increase their outreach. The communications plan will include a timeline for the creation of these reports in the forthcoming communications plan.

Increased social media presence

Almost half of the respondents heard about a charity through social media and word of mouth. Food for Life would benefit from a larger social media presence. Due to the variety of clients they serve, campaigns that are implemented across a wide variety of platforms are ideal.

Producing daily content is a must—even if it’s as simple as one pre-scheduled tweet per day—to reinforce that their important work is a daily occurrence. Hunger does not take a day off and neither does social media. This report will be recommending a variety of social media strategies that Food for Life can implement.

Local engagement campaign

One element of the communications plan will be creating an innovative campaign designed to encourage local citizens to volunteer with Food for Life. Primary research shows that people are more likely to donate time and funds to organizations that help people within their own community. The community aspect of Food for Life has to be highlighted.

Seniors engagement campaign

Based on the secondary research findings, citizens over 65 in Halton Region are more likely to donate money and supplies than volunteer their time. Twenty-nine per cent of seniors in Halton Region live alone.²⁰ Therefore, the report suggests a campaign targeted towards seniors to entice them to take on new challenges and begin volunteering for Food for Life. This campaign will have to rely less on social media and more on direct mail campaigns or word-of-mouth through churches and other community groups.

²⁰ "Halton Region." *Halton Region at a Glance - Halton Region*. N.p., n.d. Web. 21 Mar. 2017. <<http://www.halton.ca/cms/One.aspx?portalId=8310&pageId=109512>>.

Appendices

Appendix A

The Sheridan Public Relations - Corporate Communications students are conducting a survey to research the level of awareness of food programs being offered in Halton Region. The survey is anonymous and will take approximately five minutes to complete. Thank you for participating.

1. *What type of non-profit organization are you most likely to donate to?*
 - o Local/community based*
 - o Provincial reach*
 - o National reach*
 - o Global reach*

2. *How are you most likely to support a non-profit organization? (Choose all that apply)*
 - o Volunteering your time*
 - o Monetary donation*
 - o Donating food/supplies*
 - o None of the above*

3. *If you are/were involved with a charity, why did you get involved? (Choose all that apply)*
 - o Personal connection*
 - o Convenient with schedule*
 - o Proximity/location*
 - o I have not been involved with a charity*
 - o Other (please specify)*

4. *What would make you consider getting involved with a charity?*
 - o Knowing who I'm impacting*
 - o Personal stories of progress*
 - o Understanding more about charities*

- o More flexibility around timing*
- o Other (Please specify)*

5. What kind of charities do you support?

- o Children*
- o Education*
- o Health causes*
- o Food banks/food programs*
- o Animal well-being*

6. How do you usually find out about new charities and causes? (Choose all that apply)

- o Word of mouth*
- o Posters/printed material*
- o Newspaper articles/ads*
- o Social media*
- o Other (please specify)*

7. Are you aware of any of these charitable organization operating in Halton Region?

(Multi- select)

- o Feeding Halton*
- o Halton Food for Kids*
- o Oakville Food Bank*
- o Food for Life*
- o Salvation Army*
- o Halton Food for Thought*
- o None of the above*

8. How did you hear about these organizations (Choose all that apply)

- o Word of mouth*

- o Posters/printed material*
- o Newspaper articles/ads*
- o Social media*
- o Other (please specify)*

9. Where do you think the food from these organizations gets distributed? (Choose all that apply)

- o Community kitchens/dinners*
- o Community outreach/agency*
- o Community housing*
- o Senior nutrition programs*
- o Youth snack and food program*
- o Food banks*

10. How many people do you think experience hunger in Halton?

- o 1 in 5*
- o 1 in 10*
- o 1 in 15*
- o 1 in 20*

11. Where do you live?

- o Burlington*
- o Oakville*
- o Milton*
- o Halton Hills*

12. What is your age?

- o 18 to 34*
- o 35 to 50*

- o 51 to 64*
- o 65 plus*

13. What is your gender?

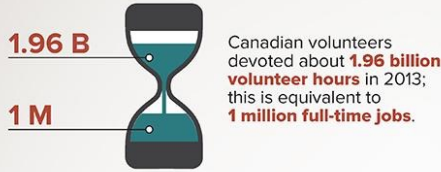
- o Male*
- o Female*
- o Undisclosed*

THE FACES OF VOLUNTEERS IN CANADA

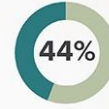
WWW.STATCAN.GC.CA

VOLUNTEERING RATE AND HOURS FOR CANADIANS AGED 15 AND OVER

FACTS:



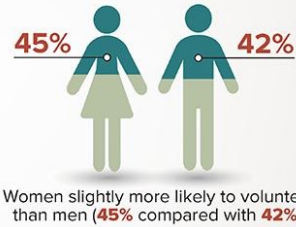
Volunteering rate



OLDER CANADIANS VOLUNTEER LESS OFTEN, BUT CONTRIBUTE MORE HOURS

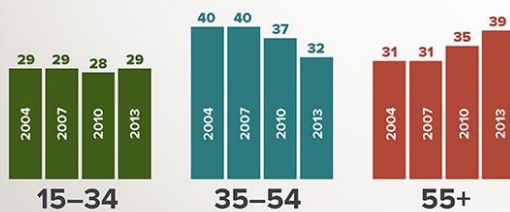


GENDER DIFFERENCE



VOLUNTEERS ARE INCREASINGLY OLDER

In 2013, **39%** of volunteer hours were contributed by those **aged 55 and over**, compared with **31% in 2004**.



VOLUNTEERS ARE INCREASINGLY MORE EDUCATED

From 2004 to 2013, the proportion of volunteers, aged from 25 to 64, with **university degrees** rose by four percentage points to **39%**.



	2004	2007	2010	2013
LESS THAN HIGH-SCHOOL DIPLOMA	6	6	5	4
GRADUATED FROM HIGH SCHOOL	21	20	19	21
POST-SECONDARY DIPLOMA OR CERTIFICATE	39	41	38	36
UNIVERSITY DEGREE	35	33	38	39

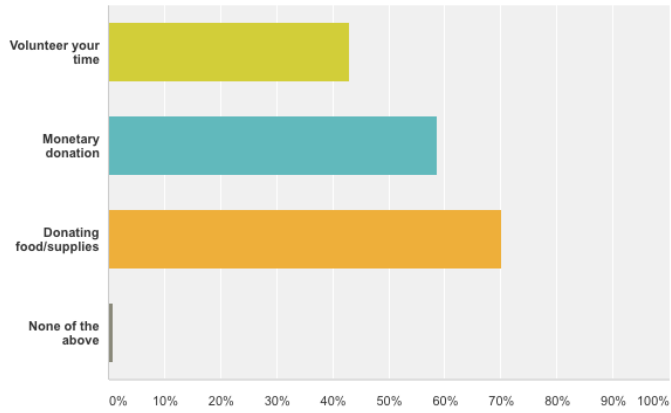
Source: Data from the 2013 General Social Survey on Giving, Volunteering and Participating

Appendix C

Survey Results

How are you most likely to support a non-profit organization? (Choose all that apply)

Answered: 121 Skipped: 2

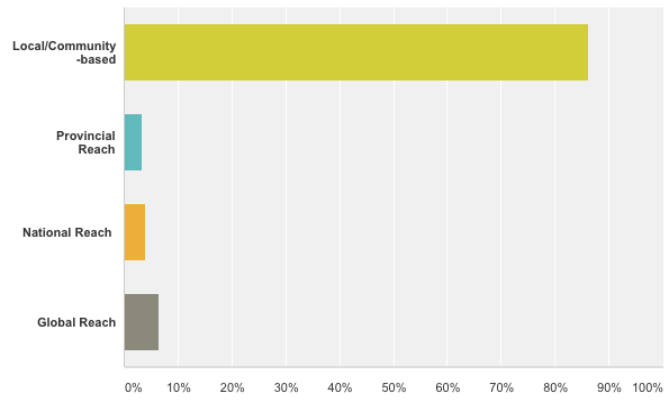


Answer Choices	Responses
Volunteer your time	42.98% 52
Monetary donation	58.68% 71
Donating food/supplies	70.25% 85
None of the above	0.83% 1

Total Respondents: 121

What type of non-profit organization are you most likely to donate to?

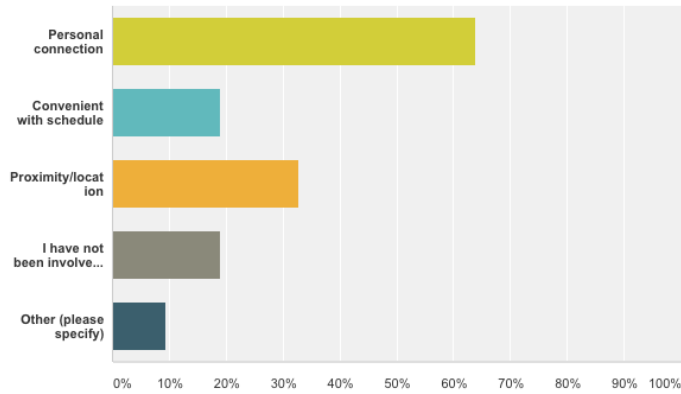
Answered: 123 Skipped: 0



Answer Choices	Responses
Local/Community-based	86.18% 106
Provincial Reach	3.25% 4
National Reach	4.07% 5
Global Reach	6.50% 8
Total	123

If you are/were involved with a charity, why did you get involved? (choose all that apply)

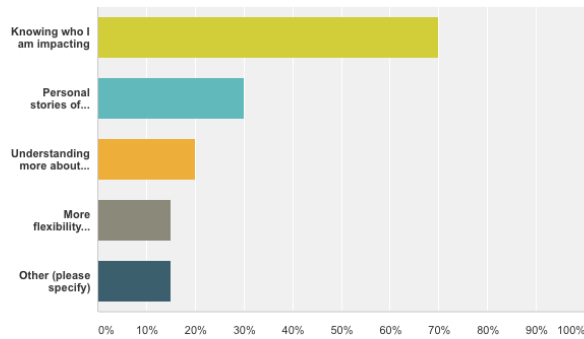
Answered: 116 Skipped: 7



Answer Choices	Responses
Personal connection	63.79% 74
Convenient with schedule	18.97% 22
Proximity/location	32.76% 38
I have not been involved with a charity	18.97% 22
Other (please specify)	Responses 9.48% 11
Total Respondents: 116	

What would make you consider getting involved with a charity? (choose all that apply)

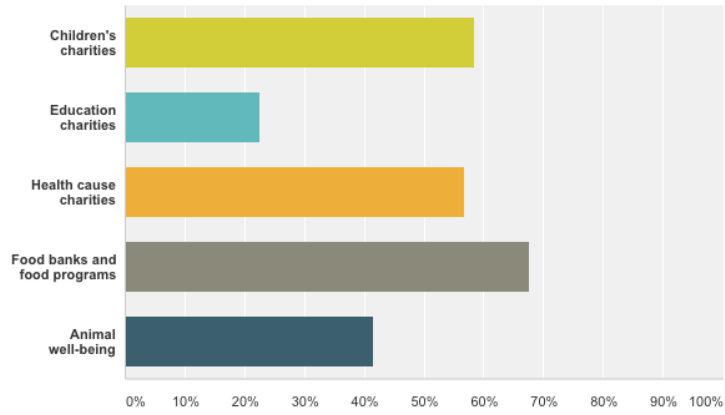
Answered: 20 Skipped: 103



Answer Choices	Responses
Knowing who I am impacting	70.00% 14
Personal stories of progress	30.00% 6
Understanding more about charities	20.00% 4
More flexibility around timings	15.00% 3
Other (please specify)	Responses 15.00% 3
Total Respondents: 20	

What kind of charities do you support? (Choose all that apply)

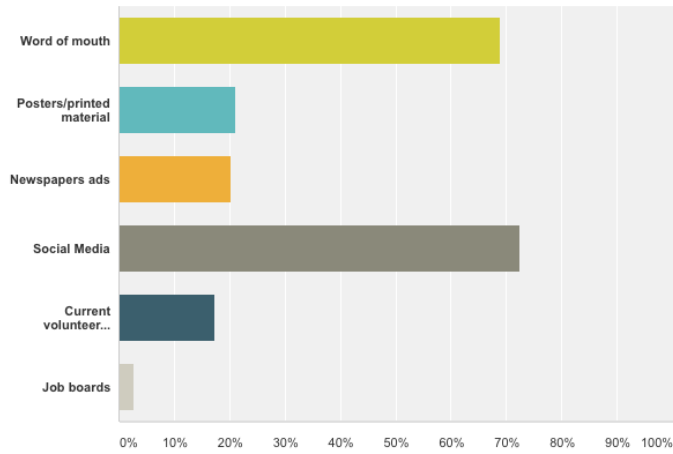
Answered: 111 Skipped: 12



Answer Choices	Responses
Children's charities	58.56% 65
Education charities	22.52% 25
Health cause charities	56.76% 63
Food banks and food programs	67.57% 75
Animal well-being	41.44% 46
Total Respondents: 111	

How do you usually find out about new charities and causes? (Choose all that apply)

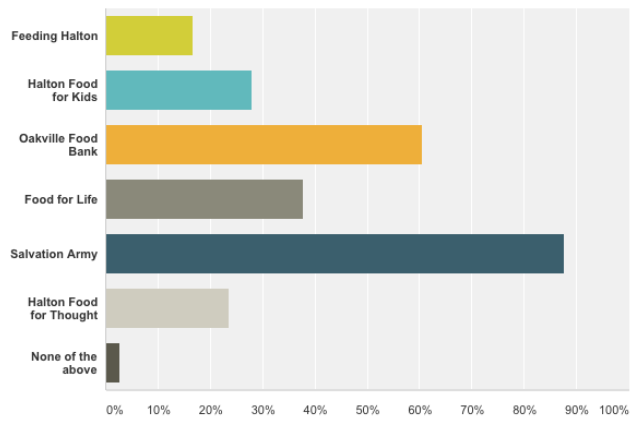
Answered: 109 Skipped: 14



Answer Choices	Responses
Word of mouth	68.81% 75
Posters/printed material	21.10% 23
Newspapers ads	20.18% 22
Social Media	72.48% 79
Current volunteer opportunities	17.43% 19
Job boards	2.75% 3
Total Respondents: 109	

Are you aware of any of these charitable organizations operating in the Halton Region? (Choose all that apply)

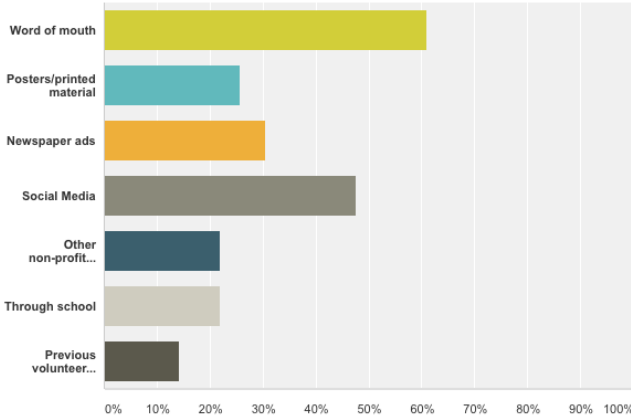
Answered: 114 Skipped: 9



Answer Choices	Responses
Feeding Halton	16.67% 19
Halton Food for Kids	28.07% 32
Oakville Food Bank	60.53% 69
Food for Life	37.72% 43
Salvation Army	87.72% 100
Halton Food for Thought	23.68% 27
None of the above	2.63% 3
Total Respondents: 114	

How did you hear about the organization(s)? (Choose all that apply)

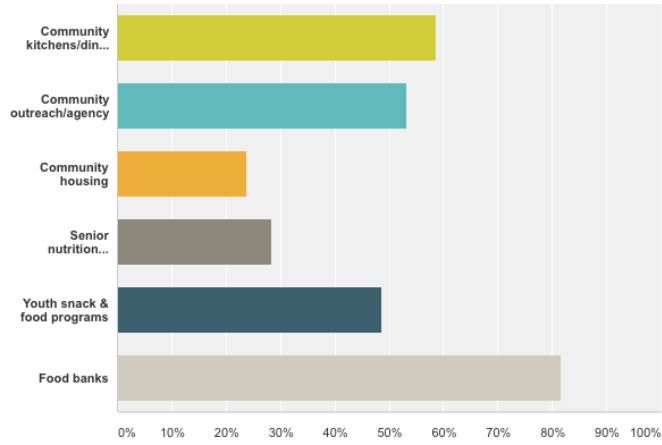
Answered: 105 Skipped: 18



Answer Choices	Responses
Word of mouth	60.95% 64
Posters/printed material	25.71% 27
Newspaper ads	30.48% 32
Social Media	47.62% 50
Other non-profit organizations	21.90% 23
Through school	21.90% 23
Previous volunteer experience	14.29% 15
Total Respondents: 105	

Where do you think the food from these organizations gets distributed (Choose all that apply)

Answered: 109 Skipped: 14

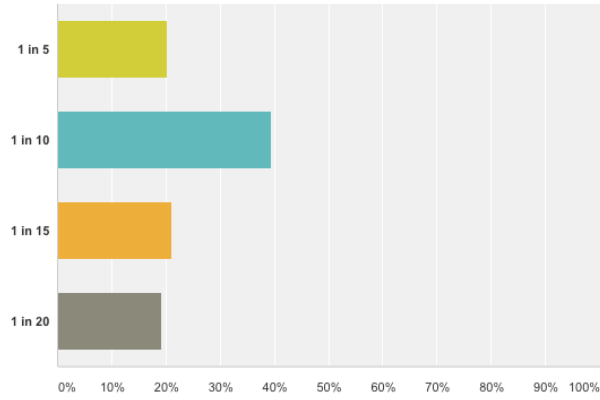


Answer Choices	Responses	Count
Community kitchens/dinners	58.72%	64
Community outreach/agency	53.21%	58
Community housing	23.85%	26
Senior nutrition programs	28.44%	31
Youth snack & food programs	48.62%	53
Food banks	81.65%	89

Total Respondents: 109

How many people do you think experience hunger in Halton?

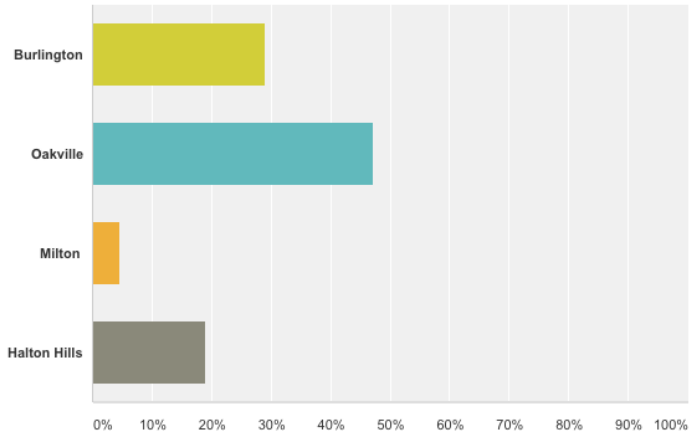
Answered: 114 Skipped: 9



Answer Choices	Responses	
1 in 5	20.18%	23
1 in 10	39.47%	45
1 in 15	21.05%	24
1 in 20	19.30%	22
Total		114

Where do you live?

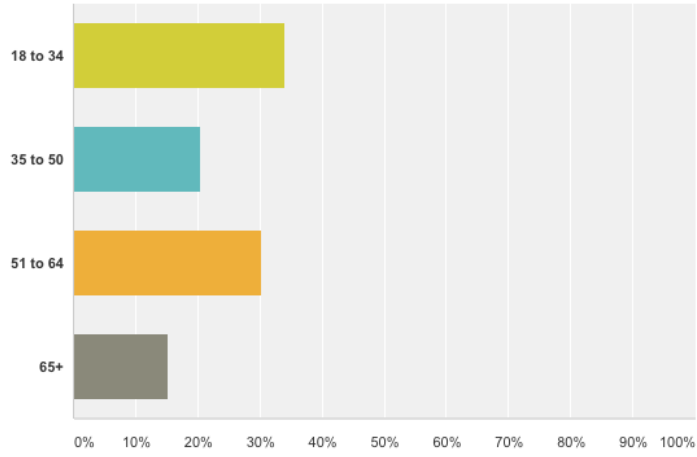
Answered: 110 Skipped: 13



Answer Choices	Responses
▼ Burlington	29.09% 32
▼ Oakville	47.27% 52
▼ Milton	4.55% 5
▼ Halton Hills	19.09% 21
Total	110

What is your age?

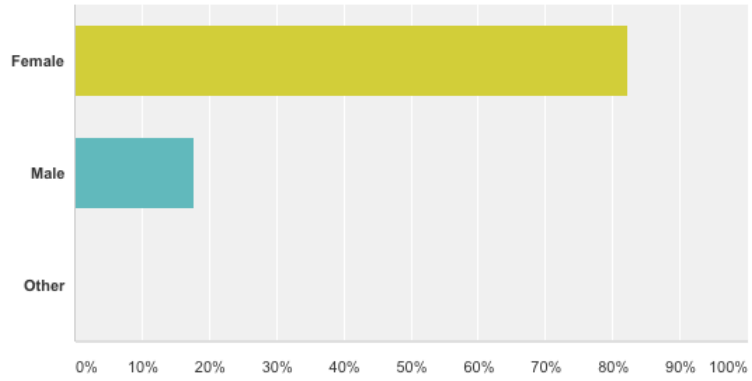
Answered: 112 Skipped: 11



Answer Choices	Responses	Count
18 to 34	33.93%	38
35 to 50	20.54%	23
51 to 64	30.36%	34
65+	15.18%	17
Total		112

How do you identify?

Answered: 113 Skipped: 10



Answer Choices	Responses
Female	82.30% 93
Male	17.70% 20
Other	0.00% 0
Total	113

Appendix Two: Client Proposal

Background

Food for Life is a non-profit organization (NPO) based out of Burlington, Ontario. This NPO was founded in 1995 by George Bagaco, who recognized the growing need to provide food donations to members within his community. Bagaco would stop at local bakeries on his way home from work and fill his car with excess baked goods.

The success of this small endeavour allowed him to start delivering to other neighbourhoods, and he gained support from the Rotary Clubs and Kerr Street Ministries. As a result, Food for Life gained a vehicle and warehouse space. They were then able to hire their first staff members which was integral to their success: a driver for the delivery van and a part-time executive director to run the organization.

In 2003, Food for Life Canada was officially incorporated as a registered charitable organization. At this time, their partnerships began to flourish and they began delivering food to various agencies within the community on a weekly basis.

By 2006, Food for Life began collaborating with several agencies and food banks in Halton Region to determine how they can work together to maximize their impact.

Today, Food for Life has nine full-time employees but rely heavily on volunteers to sort food and run programs. Their non-profit is highly in demand, as one in 10 people in Halton experience hunger, according to research data.

Food for Life is recognized as one of the top 10 charities in Canada by Charity Intelligence Canada. In 2016, they distributed 2.5 million pounds of food to the hungry. This year their goal is to distribute 3.1 million. They pride themselves on being the only non-profit that sources and distributes fresh produce and perishable goods in Halton Region, with 68 per cent of their

distribution being fresh produce, meat and dairy.

Opportunity Statement

Food for Life is a non-profit organization based out of Burlington, Ontario, that delivers fresh and perishable food throughout Halton Region. In 2016, they distributed 2.5 million pounds of food to those in need. Food for Life sees the benefits of their program, but recognizes the strong need for more support to the organization in order to cater to all stakeholders. They would like to survey people who reside in Halton Region to determine the awareness of their organization.

Objectives of the Proposal

1. To conduct a communications analysis (using primary and secondary research methods) to identify level of brand awareness, understand the current perception about the brand and to identify the target audience for donation of funds and volunteers.
2. To develop a communications strategy and awareness, education and behavioural campaigns, aimed towards the primary audience to meet the objectives of the organization based on the analysis above.

Products

Food for Life will be provided with the following:

1. A research and analysis report which will provide insight into who their key audiences are and how they can and should be reaching out to them. This will help to support their goal of increased support and donations.
2. A long-term (3-5 year) strategic communications plan which will help Food for Life achieve its outlined goals and objectives.

Scope

Research and Analysis Report

This report will help identify key audiences the organization should be targeting in Halton Region and their current level of awareness of the brand. This will be done through an anonymous survey.

In addition, we will consult secondary research sources to see what the data says about giving, and how people view their role as residents of Halton Region.

We will undertake an analysis of Food for Life's past efforts and evaluate how this NPO has progressed through the years based on campaigns, community outreach and initiatives, donations, fundraisers and more.

This research will help us:

- Identify key strengths of Food for Life and how they can continue to progress as a NPO in Halton communities.
- Showcase the importance of brand awareness, and the need to educate the public about Food for Life and its initiatives to help conquer hunger in Halton Region.
- Examine trends and attitudes towards 'giving' over the years.

Communications Plan

The communications plan will seek to raise more awareness for the NPO within the Halton Region, to further Food for Life's support and donations in the GTA. In order to achieve this goal, we need to research and assess the level of brand awareness in the community. Once this is achieved, we will need to ensure that the community has knowledge on Food for Life's programs and initiatives. Once these steps have been achieved, Food for Life will seek to influence the community's behaviour towards increased support and donations by implementing the three-year strategic communications plan that that will be created for them.

Proposed Approach

Identify: We need to determine the primary audience and decide how to best reach/target residents in Halton Region in order to build brand awareness and increase donations/support of Food for Life.

Research: We will conduct primary research through an anonymous survey to identify ways to create a heightened profile of Food for Life and their role in Halton Region. We will also consult secondary research to gain a better understanding of Food for Life's initiatives through the years. This step will be important for this plan because it will give us the chance to evaluate past communications strategies and initiatives so we can see where there strongest and weakest points lie. Looking at annual reports and internal communications will ensure inclusion of strategies and tactics that align with the overall goal of the organization.

Evaluate: At the initial meeting with the client, Sarah Wolf, community engagement coordinator, spoke about how increased donations in terms of funds, food and volunteer hours was one of Food for Life's biggest objectives. Strategies and tactics geared towards brand awareness and education campaigns will put Food for Life in a position to achieve this. An evaluation, post-implementation will help Food for Life to realize their overall organizational goal, which is to increase support and donations for the organization.

Analyze: We will analyze the results/outcomes of these strategies (past and present) and develop a communications plan for Food for Life based on our findings. We will also analyze results from our formal research.

Methodology

Primary Research: An anonymous survey distributed online to people in Halton Region about giving tendencies and the awareness of Food for Life.

Secondary Research: Consult past research projects on giving/donating in Halton Region including prior primary research from Sheridan colleagues.

Research of past communications evaluations provided by Food for Life will be analyzed during the course of this project. This will help us to gain an understanding of who currently supports this NPO. We classify support based on the following: monetary and food donations, volunteer hours and partnerships with other community organizations. The information we gather will be used to help us identify Food for Life's position in the Halton Region.

Anticipated Outcomes and Benefits

- A heightened profile of Food for Life and increased community support for their role in ensuring members of the community are fed.
- Increased resources to hold more fundraising events and execute more awareness/advertising campaigns.
- A better understanding of the issue of hunger and how it affects people in the region of Halton.
- Reduce the stigma surrounding hunger, thus encouraging more members in the community to seek out organizations like Food for Life that try to combat hunger throughout the region.

Resource Considerations

- The client must be willing to share their company data with us so we can properly analyze and evaluate the impact of their efforts. Not having access to this data will limit our overall scope for this communications plan.
- We must determine the best way to reach the community Food for Life serves. Lower income families may need a more personal invitation to use our services.

Budgetary Considerations

- Since this is a project by postgraduate students, there will be no consultant fee levied.
- The client themselves do not have any budget to go towards the plan.

Project Schedule

Date	Action
Feb. 2, 2017	Initial meeting with Sarah Wolf at Conference Centre
Feb. 13, 2017	Meeting with Sarah Wolf at Food for Life
Feb. 21, 2017	Proposal meeting with professor Emily MacKenzie
March 7, 2017	Get approval on survey and send out through social media channels (Facebook, Twitter etc.).
March 8, 2017	Attend Food for Life program at Oakridge Bible Church from 1-3 p.m.
March 6-9, 2017	Gain sign-off on proposal from Food for Life
March 13, 2017	Client update meeting with Sarah and Brenda
March 20, 2017	Close survey
March 21, 2017	Analyze survey results
April 18, 2017	Communications plan presentation to class/client

Proposal Budget

Item	Projected Cost	Actual Cost
Transportation	\$200	\$0
Man hours	\$5,000 (200 hours x \$25)	\$0
Survey monkey	\$29	\$0
Printing	\$5	\$0
Total	\$5,234	\$0

Strategic Communication Proposal Agreement

Agreement and approval of the above proposal requires the signature of the executive director and community engagement coordinator, as well as a representative of the consultant group. By signing below, the following individuals and/or representatives understand the objectives and goals of the communications plan and consent to the processes described in the proposal.

Client: _____


Client to sign above

Date Mar 13, 2017

**Sarah Wolf, Community Engagement Coordinator
Food for Life**

Consultant: _____

Consultant to sign above

Date Mar 13, 2017

Tara Anderson, Consultant

