



**variety**  
the children's charity

[varietymanitoba.com](http://varietymanitoba.com)

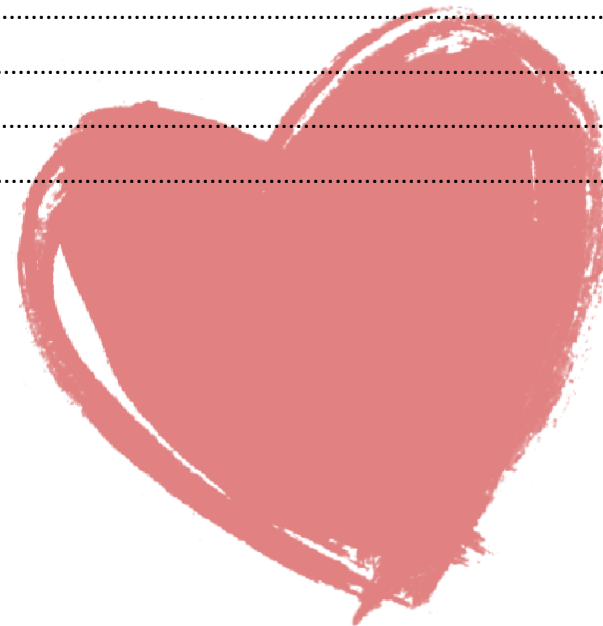
# Creating the Foundation for Impact

**Variety**, the Children's Charity of Manitoba's Strategic Direction for 2017 to 2019



## Contents

Our Mission, Vision, Core Values and Brand Promise: .....	4
Background .....	5
The Unmet Need.....	6
Variety's Role .....	7
Programming Review and Future Programming Growth .....	8
Creating the foundation for impact.....	9
♥ Strategic Priority #1 - A simplified, unified voice for Variety.....	10
♥ Strategic Priority #2 - Promote Variety's cause to a new diverse audience.....	11
♥ Strategic Priority #3 - Make it easy for Variety families to connect .....	12
♥ Strategic Priority #4 – Variety's Camp Brereton will be a premier fully accessible children's camp in Manitoba.....	13
♥ Strategic Priority #5 – Variety's Special Needs program will be the premiere granter of specialized equipment, programs and services. for children in Manitoba.....	14
♥ Strategic Priority #6 - Increase sustainable fundraising activities .....	15
Optimizing our work .....	16
Working Together .....	18





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Any child.  
Any need.  
Every day.



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## **Our Mission:**

Stepping in where government, healthcare, and other charity funding ends to provide direct assistance to children in Manitoba living with special needs and / or socio economic disadvantage.

## **Our Vision:**

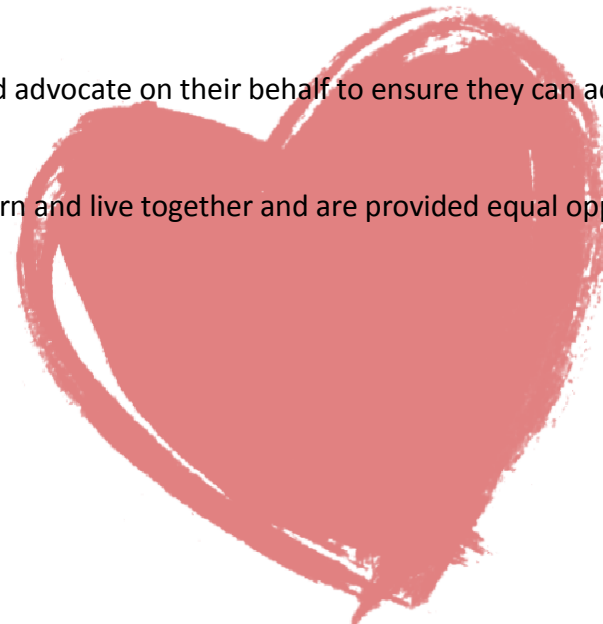
To be the premiere children's charity in Manitoba that raises sustainable funds to provide help and hope to children of all abilities, one child at a time.

## **Our Core Values:**

1. Collaboration- We work together with other partners in the community to ensure the needs of Variety children are met in the most efficient and timely manner possible.
2. Compassion – We demonstrate empathy and show a heartfelt passion and desire to help improve the lives of Variety children and their families.
3. Empowerment - We believe in the abilities of Variety children and advocate on their behalf to ensure they can achieve their full potential.
4. Inclusion- We strive to create a world where all children play, learn and live together and are provided equal opportunity

## **Our Brand Promise:**

any child, any need, every day.



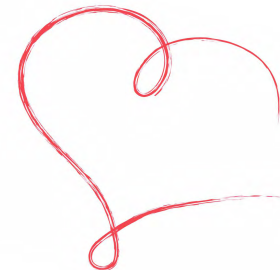
## Background

In 1978, when Variety, the Children's Charity of Manitoba was founded, our province and country were very different than the world we see today. The need and competition amongst charitable organizations was less, our communities and its families were not as diverse, and our healthcare system was more fully funded and operated in a traditional model that to a large extent still exists today.

At the time that Variety began providing assistance to children with special needs, we were one of the only charities doing so. We were a critical source of emotional and financial support for Variety families and more often than not, their only source of support. Variety attracted prominent community leaders to its cause and was able to effectively showcase the difference that specialized equipment and programs made in the lives of children with special needs. Variety held a successful annual telethon to recognize community partners and promoted its cause throughout the year using strong media partnerships in an era where there were 12 channels to choose from on your television set.

Around the same time that the 1,000 channel multinational universe began to unfold, the telethon model was no longer feasible for Variety, the Children's Charity of Manitoba. This was due primarily to the cost of airtime but also demonstrated how the local television media had begun to lose its relevance. Variety struggled to find ways to effectively promote its identity within Manitoba and soon decided to venture into new program areas to expand its reach. Variety was gifted a summer camp, began funding many new program areas, and also undertook a number of legacy capital initiatives including the Variety Heritage Adventure Park at the Forks National Historic Site.

Variety is at a critical juncture as a children's charity within Manitoba. Competing charitable organizations have simplified their purpose, are effectively promoting their cause to potential and existing clients, have diversified their funding streams and have modernized their systems to harness the power of their relationships. It has become clear that Variety's present model is not sustainable. The impact or difference Variety is going to make in the lives of children with special needs and / or who have economic disadvantage requires a commitment to change and improve on the revenue required to effectively fulfill this mandate.



## The Unmet Need

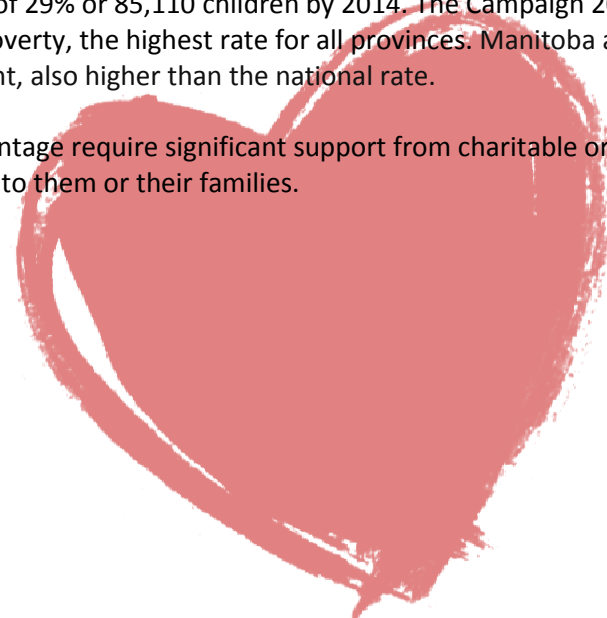
Manitoba Children's DisAbility Services provides respite, child development services, autism services, behavioral services, summer skills programming and adolescent after school care. Children must be under 18 living within the province with their birth, adoptive, or extended families and have a medical diagnosis of any of the following conditions: intellectual disability, developmental delay, autism spectrum disorder, or lifelong physical disability.

Manitoba Disability and Health Supports Unit can also provide additional support for health related supplies, equipment, nutritional or diet supplements based on the diagnosed medial need. If a child meets the program requirements and is approved, basic and adequate needs are provided.

Provincial Healthcare services and information does exist to support the family unit, the development of the child, and to help advocate for the child's needs. Many families struggle with admitting they require government assistance because of the stress and additional costs they incur, find it discouraging to try to navigate the complex healthcare system, are placed on waitlists or have their applications delayed because of under resourcing and underfunding for these areas, and are denied benefits because their child was not born with their physical disability. At the time when many families need assistance from our healthcare system the most, we are failing them.

Manitoba's child poverty rate is also one of the highest in Canada, with one in every 3.5 children living below the poverty line. More troubling is that child poverty rate in Manitoba actually continues to rise to the current level of 29% or 85,110 children by 2014. The Campaign 2000 report also shows that 62% of Manitoba children living in single-parent families live in poverty, the highest rate for all provinces. Manitoba also has the highest rate of all provinces of child poverty in two-parent families at 18.5 per cent, also higher than the national rate.

Sadly, Manitoba children living with special needs and/or socio economic disadvantage require significant support from charitable organizations like Variety to reach their full potential. Not only is this not right, it is also not fair to them or their families.







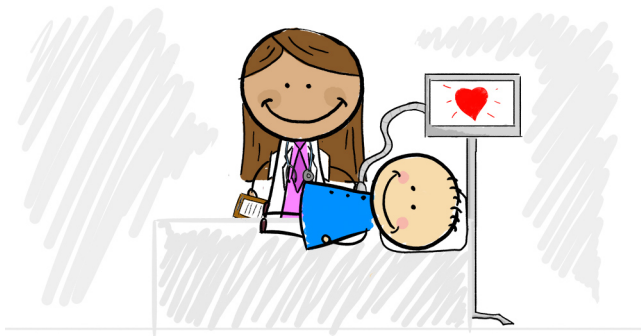
## Variety's Role

Variety, the Children's Charity of Manitoba provides grants to organizations and individuals to purchase specialized equipment and provide programs and services to improve the quality of life for children living with special needs and/or socio economic disadvantage.

The grants provided by Variety create impact and support measurable outcomes in one or more of our three areas:

1. Nurture Development – We provide assistance that is essential to the healthy growth and development of Variety children
2. Champion Ability – We provide assistance that helps develop the skill, expertise, and aptitude of Variety children.
3. Support Health – We provide assistance that proactively supports initiatives that support the physical, social, and mental well-being of Variety children.

Variety works collaboratively with other stakeholders on behalf of Variety children and their families to maximize impact and strives to ensure that assistance is provided in the most efficient manner possible.



## Programming Review and Future Programming Growth

In the spring of 2017, Variety's Programming Committee was tasked with assessing our current programming.

As a result of this review, the committee concluded that two of the current programs Variety funded, did not fit Variety's mandate. Funding was ceased for Variety's Therapeutic Clown Program and Musiktanz; effective the end of the 2016/17 fiscal year. It was also determined that while Music Therapy programming had been considered a separate area to date, that in fact, it was an organizational grant within our special needs program.

The programming committee concluded that moving forward Variety needs to focus program growth within the three areas.

- 1.) Special Needs
- 2.) Variety's Camp Brereton
- 3.) Variety Children's Dental Outreach

By focusing on building strong relationships and program growth within these areas, we will build stronger awareness and brand recognition for our cause.

Moving forward, the program committee will review existing program funding on an annual basis. The review will ensure we assess impact and client growth, and establish goals to serve more Variety children and their families within the province of Manitoba. The review which will conclude in the spring of each year will also assess new organizational granting opportunities within our core program areas.





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**Creating the foundation for impact**

## Strategic Priority #1 - A simplified, unified voice for Variety

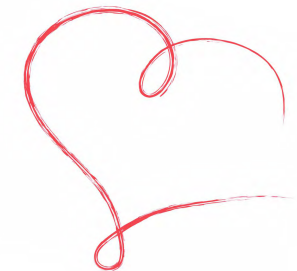
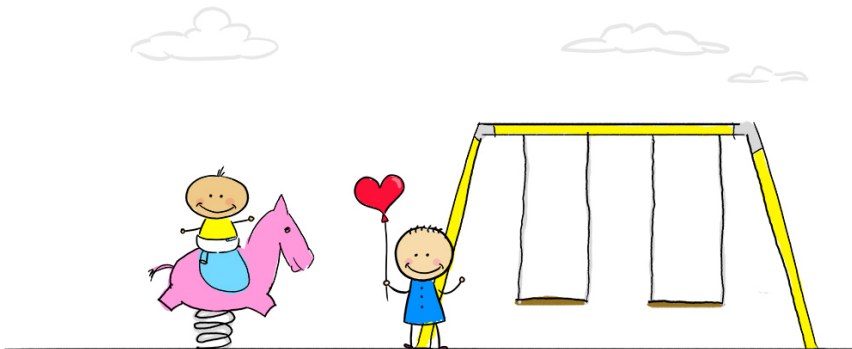
We strive to make Variety, the Children's Charity of Manitoba the most recognized and respected children's charity in the province. As we do so, our goal is that the assistance we provide improves the quality of life for Variety children to reach their full potential.

### How we'll do it:

1. Elevate the awareness of Variety's Brand in Manitoba by proactively placing Variety kids and their stories at the forefront to emotionally engage Manitobans in our cause
2. Cultivate and nurture Variety Ambassadors for our cause,
3. Be in the top three children's charities in Manitoba in terms of recognition and conversion rates by 2019
4. Align all individual and organization grants received with our mission and vision
5. Enhance our geographic exposure to more Manitobans by promoting Variety in secondary markets such as Southern Manitoba and the Westman region,

### Key Initiatives:

1. Assess programming to ensure it aligns with mission, vision, and outcome areas annually by Spring 2017,
2. Develop growth strategy and annual growth goals for current program areas by Fall 2017 and annually thereafter based by performance,
3. Implement strategies for each program area to ensure Variety brand is prominent, meaningful and measurable by Fall 2017,
4. Develop and implement comprehensive marketing strategies for digital channels on target audiences,
5. Relocate to highly visible location near core area on primary bus route by Fall 2018



## Strategic Priority #2 - Promote Variety's cause to a new diverse audience

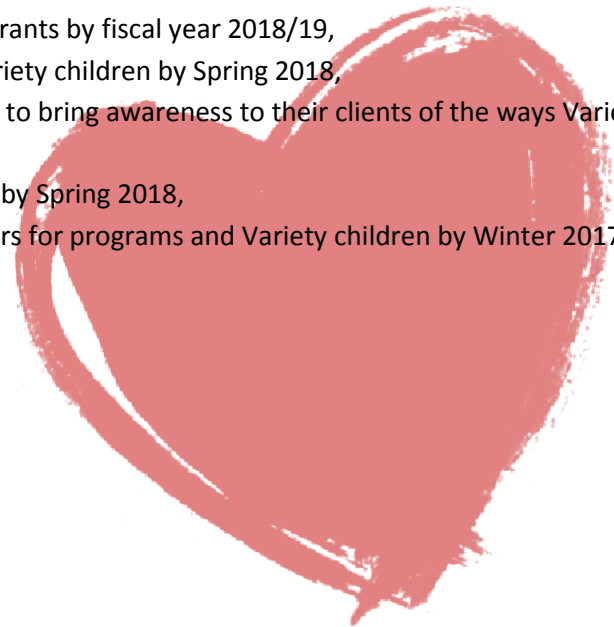
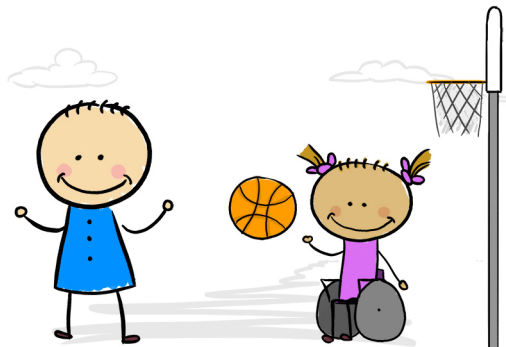
We proactively promote the grants that Variety provides to organizations and individuals to ensure that all families whose children qualify for support are aware of how they can access Variety programs and services. As we do so, we leverage our brand and image by promoting the stories and positive impact of the work we do for our stakeholders.

### How we'll do it:

1. Support Variety families through advocating throughout their child's life to help them reach their full potential,
2. Proactively promote our granting program and its positive impact to all agencies and health professionals who work with special needs children and / or children impacted by socio-economic disadvantage,
3. Seek out opportunities to engage government and other charitable organizations in meaningful partnerships to efficiently reach and help more children with unmet needs,
4. Target areas for growth and strategically implement programming outside the city of Winnipeg by using provincial health data to ensure we are serving the needs of Manitobans,
5. Develop relationships with organizations representing indigenous peoples to ensure we are serving the needs of First Nations, Metis, and Inuit children in Manitoba

### Key Initiatives:

1. 75% of funds available will (excluding Camp Brereton) support individual grants by fiscal year 2018/19,
2. Implement measurable outreach program that targets supporting new Variety children by Spring 2018,
3. Active outreach to partner agencies, health professionals and government to bring awareness to their clients of the ways Variety can help meet the needs of their children,
4. Identify strategic rural markets with high need to expand programming to by Spring 2018,
5. Develop, capture, analyze and report consistent Key Performance Indicators for programs and Variety children by Winter 2017



### **Strategic Priority #3 - Make it easy for Variety families to connect**

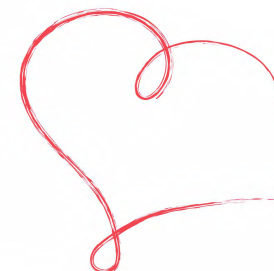
Our processes are efficient to ensure that people can connect with Variety, the Children's Charity of Manitoba in a timely manner to access essential support for their children. As they do so, and as we become consistent advocates for their children, we will be helping their child reach their full potential.

#### **How we'll do it:**

1. Ensure our processes to seek funding grants are easy, efficient, and timely
2. Celebrate with Variety families their children's achievements and showcase these achievements to all Manitobans,
3. Continue to support and engage with every Variety family we assist throughout their child's lifetime and cultivate the next generation of Variety alumni,
4. Advocate with families to ensure children reach their full potential,
5. Ensure moving forward that we are committed to providing a meaningful opportunity for Variety Alumni to stay engaged to inspire current and future Variety families in such roles as mentors to current Variety families and children

#### **Key Initiatives:**

1. Ongoing monthly communication to existing Variety families to ensure they are aware of other ways Variety helps children,
2. Provide regular opportunity for Variety families to stay engaged through volunteering and events,
3. Provide mentorship opportunities for Variety children and families to provide support and encouragement to new Variety children and families,
4. Re-establish scholarship program to promote completing secondary education and pursuing post-secondary education by Winter 2017,
5. Develop, capture, analyze and report consistent Key Performance Indicators for programs and Variety children by Winter 2017





## Strategic Priority #4 – Variety's Camp Brereton will be a premier fully accessible children's camp in Manitoba

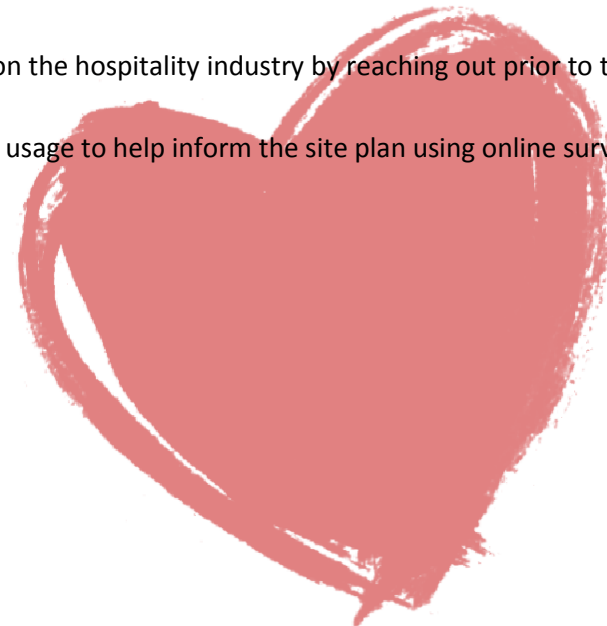
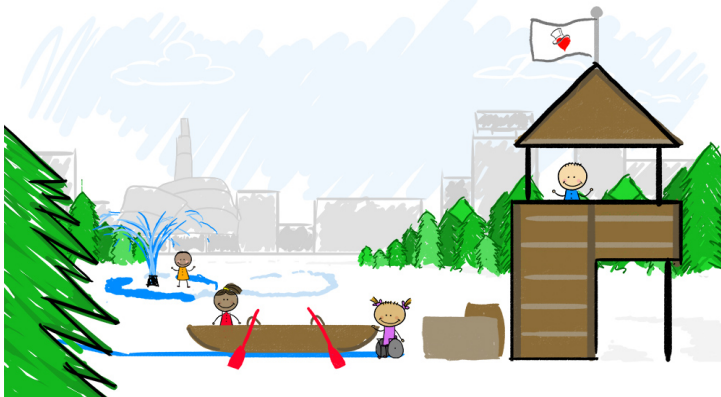
By building a master site plan that includes capital improvements and maintenance, a marketing plan, a partnership program, staffing, and a customer service model, Variety's Camp Brereton will become Manitoba's premier fully accessible camp for children with special needs and/ or economic disadvantage.

### How we'll do it:

1. Create Camp Brereton Subcommittee of Board of Directors to oversee camp operations by fall of 2017,
2. Develop and implement 5 year site plan for Variety's Camp Brereton focused on site accessibility,
3. Proactively promote Camp Brereton and its positive impact to all agencies who work with special needs children and / or children impacted by socio-economic disadvantage to ensure camp is filled to capacity on an annual basis,
4. Implement customer service model based on the hospitality industry to ensure all camp groups have a positive experience and increase our retention rates,
5. Continue to grow Camp Brereton's sustainability fund bringing accessibility to the camp despite of economic disadvantage

### Key Initiatives:

1. Actively plan annual site maintenance and capital projects to make Camp Brereton fully accessible,
2. Identify and promote applications for next camp season to target groups by Fall of current year,
3. Actively seek out funders for ongoing operational costs of camp,
4. Strive to provide exceptional customer service for camp groups based on the hospitality industry by reaching out prior to their visit, during their visit, and following their visit to maximize retention rates,
5. Capture meaningful data on camper groups, demographics, and facility usage to help inform the site plan using online surveys,



## Strategic Priority #5 – Variety's Special Needs program will be the premiere granter of specialized equipment, programs and services for children in Manitoba

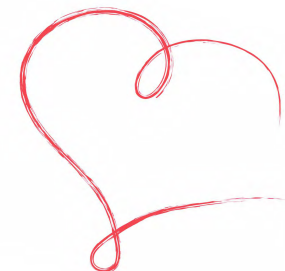
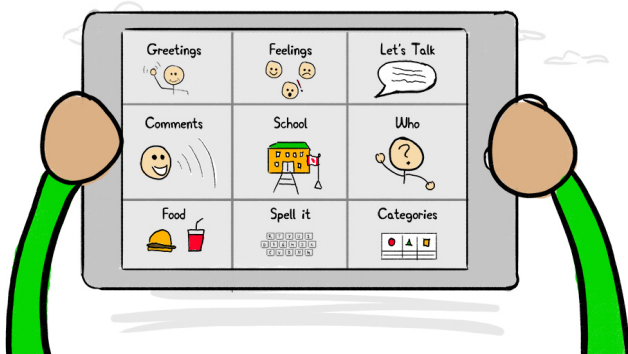
By actively staying connected with existing and new Variety families, it is our desire to become the “top of mind” granter of specialized equipment, programs, and services for children with disabilities in Manitoba. In doing so, we will provide a brighter future to provide meaningful support that help Variety children reach their full potential by nurturing their development, championing their ability, and promoting their health.

### How we'll do it:

1. Stay connected through direct contact with families
2. Promote dollars available and program criteria and budget significant year over year growth in funding
3. Research and identify growth opportunities in terms of geography and area of need,
4. Promote the meaningful difference we make in the lives of Variety children through our digital channels and media partnerships

### Key Initiatives:

1. Communicate with Variety families who receive support from Special Needs program that they can reapply for future needs,
2. Seek out special needs agency partnerships in Northern Manitoba by Spring 2018,
3. Develop, capture, analyze and report priority needs to help determine where and what the unmet needs are,
4. Actively grow program revenues and expenses to \$400,000 by Fall 2019,
5. Leverage, local, national and international relationships with suppliers to ensure maximum impact by Fall 2017



**Strategic Priority #6 - Increase sustainable fundraising activities**

By proactively engaging donors to support their specific areas of interest, we will build a fundraising program that is efficient, diversified and sustainable in meeting the needs of Variety, the Children's Charity of Manitoba. In doing so, we will build a brighter future for Variety children so that they can reach their full potential.

**How we'll do it:**

1. Continue to grow and engage new supporters for our annual Gold Heart Gala and Drive For the Children signature events,
2. Strategically bundle opportunities into meaningful funding proposals,
3. Engage new donor prospects for our cause
4. Improve donor retention rates by implementing a stewardship program,
5. Leverage donor database to strategically grow areas of support

**Key Initiatives:**

1. Reduce reliance on special events by 30% by 2019
2. Reduce cost of fundraising to below 30% by 2019 by increasing fundraising goals and through operational efficiencies,
3. Implement donor database and account management system by Fall 2017,
4. Implement formal annual giving, major gift, corporate giving and planned giving program by Winter 2017,



## Optimizing our work

Variety's ambitious plans for change, are essential to have best –in-class knowledge, resources and practices in place throughout our organization. That's why, from 2017-2019, we will continue to optimize operations in the following key areas:

### **Volunteerism**

We will build capacity by engaging volunteers in regular and meaningful opportunities that meet the needs of Variety and the volunteers.

### **Human Resources**

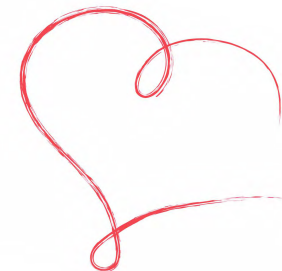
We will continue to formalize our human resource practices to attract, develop, and retain a talented and committed staff that are passionate about Variety.

### **Business Practices**

We will continue to develop our policies, processes and systems to support the delivery of efficient and strategic services

### **Philanthropy**

We will inspire Manitobans through the stories of the children we help, to engage with, understand and support Variety, generating sustainable funding that meets our long-term funding needs.





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## Working Together

Creating the foundation for impact is the beginning of a better future for Variety children. Variety gives children the priority they deserve within our communities and provides opportunities for special needs / and or economically disadvantaged kids to fully participate in life and reach their full potential.

Our success in achieving these ambitious goals will depend on the continued partnership, engagement and support of people like you.

Please visit our website or email us to learn more about Variety, the Children's Charity of Manitoba and how you can support our work as a volunteer, advocate, or supporter.

You can also contact us at:

**Variety, the Children's Charity of Manitoba**

#2 – 1313 Border Street

Winnipeg, MB R3H 0X4

Telephone: 204.982.1051

Email: [jliba@varietymanitoba.com](mailto:jliba@varietymanitoba.com)



**NOTICE OF MOTION from the President/Chief Barker of Variety, the Children's Charity of Manitoba**

**The Variety Board Members put forward a motion and approved the Variety, the Children's Charity Strategic Plan 2017-2019 at the meeting that took place on September 27th, 2017 in Winnipeg, Manitoba.**



**Tom Daeninck  
President/Chief Barker  
Variety, the Children's Charity of Manitoba**

