



**THE COMMUNITY
FOUNDATION**

building a greater saint john

STRATEGIC PLAN 2017-2020



In November 2016, the Board and Committee Members of The Community Foundation embarked on a strategic plan refresh as part of the strategic planning process. Working together, the team considered strategic priorities, accomplishments to date, ongoing objectives and opportunities to contribute to our community. As a result, the team gained clarity and alignment on the strategic plan for 2020, and, in particular, determined what is required to achieve the desired results.

ACCOMPLISHMENTS IN PAST CYCLE

Over the past strategic plan period, The Community Foundation has had significant improvements in governance, brand awareness, donor relations and committee development, particularly in the area of grant making. Of particular note is a focus on investments and the development of a professional advisors strategy. Operations has experienced significant success with managing risk, ensuring a positive customer experience, and process improvement. Leadership and board recruitment is strong, and community involvement with Living SJ has been established. Youth involvement continues to be top of mind.



AREAS OF OPPORTUNITY

Continued transformation is the focus.

Leveraging the brand, continuing to refine it by ensuring a consistent and intentional customer experience will continue to be important. This includes a clear marketing strategy that enables continued growth in endowments, highlighting accomplishments to date. There is also a requirement to measure and communicate results to demonstrate impact and success. Increasing the size of the assets and donor awareness is paramount for continued growth. Community engagement will also be key to the success of the strategic plan.



STRATEGIC PLAN PILLARS

The 2020 plan will focus on four strategic themes:

- Donor Stewardship & Fund Development
- Marketing & Communications
- Grant Making
- Community Leadership



DONOR STEWARDSHIP & FUND DEVELOPMENT

MEASUREMENT:

Identification of drivers, establishing targets, development of key performance indicators, determining long term outcomes, reporting results, and most importantly, communicating results to current and future donors.

INCREASE DONOR BASE:

Target markets established with action plan to grow the donor base over the three year period. Continuing education for board members to assist with generating funds and create awareness. Implementation of a plan to ensure donors feel connected to the results, including actions that connect recipients to donors, demonstrate appreciation and maintain and grow relationships. Resourcing plan to ensure donor growth is supported.



FINANCIAL PLANNING:

Development of a strategy to build education and awareness with financial planners.



GRANT MAKING

INNOVATION:

Continued focus on developing innovative ways to grant funds, develop funds and distribute funds.



COMMUNITY LEADERSHIP

BUILDING COMMUNITY RELATIONSHIPS:

Increase our reach while growing our relationships within Greater Saint John. Continue to find ways to influence decision-making within our community by establishing a strong presence throughout our region. Connect organizations and people to ensure there are strong linkages between community need and community resources by acting as a content curator for community resources.

COLLECTIVE IMPACT:

Contribute to making a collective impact through active membership in Living SJ, tackling generational poverty in Saint John. Demonstrate leadership in this role, with involvement and influence in decision-making. Demonstrate relevance by connecting the vision, mission and values of The Community Foundation to community priorities.

GROW LEADERS:

Reinforce leadership growth within the operations, committees and Board of the Community Foundation. Support community engagements that grow leaders and demonstrate The Community Foundation's commitment to leadership within Saint John.



MARKETING & COMMUNICATIONS

MARKETING AND COMMUNICATIONS STRATEGY:

Increase visibility and awareness of the Community Foundation by building a marketing and communications strategy that includes donor profiles, social media engagement, and celebrates our milestones.

BECOME EXPERT STORY TELLERS:

As an organization, talk about our impact, successes and results. Demonstrate the importance of The Community Foundation by making it real for current and future donors. Provide opportunities for people to see, feel and hear the change we enable. Learn to talk about how The Community Foundation actively supports important, impactful initiatives and organizations in our community.



CONCLUSION

By focusing on our results, telling our story and building relationships, we will fuel our strategic plan and achieve our goals for 2020. Together, we will continue to focus on our vision, build on our mission and live the values of The Community Foundation.

