



LONDON  
COMMUNITY  
FOUNDATION

**Strategic Plan 2018-2020**

**November 2017**

**This is *your*  
foundation**

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## EXECUTIVE SUMMARY

The overarching theme of this Strategic Plan is the continued trajectory (see Appendix 1) of a Foundation that is more impactful and transformational in its granting and community investments, and is a catalyst to drive community-based solutions and change.

Through the course of the previous plan, some new initiatives evolved that had not been identified in the approved plan, but that were implemented as strategic opportunities to further strengthen the Foundation's community impact.

The 2018 – 2020 Strategic Plan is based on a review of the final three-years of a 10-year Vision of building on sustainability and community impact. Through this process our Vision, Mission and Values were reviewed, strengthened and subsequently reaffirmed.

Of particular note, the 2015 – 2017 Strategic Plan included **four** stated goals – Community Mobilization being the new one. Back to the River was successfully piloted as LCF's first strategic mobilization initiative. The success of this mobilization initiative led to the formalization of the new Community Mobilization committee of the board. Therefore, as community mobilization is now a *leadership* strategy, all mobilization tactics have been included under **Goal # 1 – Lead Strategically** – in the 2018 – 2020 Strategic Plan. To be clear, Community Mobilization is a strategy that is not based around the concept of granting like most other leadership strategies. Community Mobilization is a leadership strategy based on the **concept of influence, facilitation, engagement** and increasing the quality of life of all in London-Middlesex.

The Strategic Plan's goals have been ordered with **Build a Strong Foundation** being **Goal # 3** – the foundation to support **Goals # 1 and # 2**.

**Goal # 1: Lead Strategically** – To be a leader in catalyzing vital community initiatives

**Strategy 1)** Develop a social planning resource that links people, organizations and funders with community opportunities and issues

**Strategy 2)** Pursue opportunities that align donors and funders with community needs within innovative partnerships to achieve transformational change in our community

**Strategy 3)** Continue to undertake capacity building initiatives, including

social partnership investment strategies and opportunities in London-Middlesex

**Strategy 4)** Engage in leadership activities that mobilize our community to achieve tangible results that enrich the quality of life for all

**Goal # 2: Inspire Innovative Solutions through the Power of Giving** – To enrich our relationship with donors to achieve their philanthropic aspirations

**Strategy 1)** Actively pursue diversified asset growth, encouraging sustainable, incremental growth for the long-term

**Strategy 2)** Pursue innovative strategies that enhance philanthropy and aligns with the Foundation’s Mission

**Goal # 3: Build a Strong Foundation** – To pursue organizational excellence that inspires everyone and builds capacity

**Strategy 1)** Ensure the Foundation’s brand is strong, giving confidence to donors to fulfill their philanthropic aspirations in support of strengthening the community

**Strategy 2)** Develop a comprehensive and strategic communications strategy to execute the needs of the new strategic plan

**Strategy 3)** Develop a long-term human resources strategy for volunteers and staff to reflect the diversity of our community

**Strategy 4)** Improve organizational effectiveness through enhanced technology, work plans, systems reviews, and use of best practices

## 1.0 INTRODUCTION

**Strategic Plan 2018 - 2020** builds on the accomplishments of the London Community Foundation's previous three years. It is the final three-year review of a 10-year plan. The task force this year was led by Jan Pryde (Board of Directors). Additional members include Fred Galloway (Board Chair), Greg Playford (Vice Chair), Erin Naylor (Board of Directors) and Khaled Sultan (Board of Directors). Staff members Martha Powell (President & CEO), Vijay Venkatesan (VP, Finance and Operations) and Stephanie Winterton (Executive Administrator) rounded off the Strategic Plan Task Force.

### 1.1 Task Force Objectives:

- Reflect on the Vision as defined through the Strategic Planning Task Force work of 2011 that identified the goal for a ten-year Vision set through the 2012 – 2014 Strategic Plan to determine if they remain relevant and valid strategies.
- Review the past three years to determine LCF's successes, barriers to success and to assess the impacts that LCF has had on the community.
- Determine if each goal remains relevant and should continue as part of our mandate.
- Determine what may impact our future directions and how we should expand on our previously stated goals
- Pursue research to determine if LCF can affirm, refine or expand in any of the three strategic goals

### 1.2 Key Trends:

As part of any strategic planning exercise, it is important to research current and relevant environmental trends that should contribute to strategic decisions and direction. Members of the Task Force reviewed many sources of information and have included key documents that are felt to be relevant and influential to this plan as **appendices**. Highlights are:

- Diversity and demographics of our population, including large transfer of generational wealth
- Explosion of technology as it relates to database management, communication, interaction with stakeholders and giving options

- National and international leadership initiatives implemented by NPO's that involve innovation and collaboration are on the rise
- The Canadian Community Foundation Network has become much more collaborative in building a nation of Smart and Caring Communities
- Alternative investment strategies, such as Social Finance are becoming more prevalent
- Donor trends:
  - Donors looking for new ways to be involved in philanthropy and volunteerism;
  - Evidence that the next generation of philanthropists need to be more strategically engaged;
  - Legacy giving (deferred giving) remains a foundation for asset growth;
  - Evidence of increased interest in civic engagement
  - Increasingly competitive environment for donor dollars: Locally, nationally and globally; commercial gift funds, private Foundations and local capital campaigns;
  - Smaller donations, but more thought put toward impact.

### **1.3 Key Initiatives & Transitions – 2015 to 2017:**

The following successes and recommendations resulted from evaluation of the 2015 – 2017 Strategic Plan:

- The Vital Signs® report, a biennial report on the health and well-being of the community, is referenced by other planners and policy makers, and has been picked up by media and educational institutions. Increased focus seen on Mental Health and Addictions through the Community Vitality Grant program resulted in the 2016 Vital Signs report being developed through the lens of Mental Health and Addictions. Results demonstrated evidence that there is a strong need for a coordinated Mental Health and Addiction Strategy for London-Middlesex. LCF committed to keep the community dialogue alive for 2017 and 2018 based on the 2016 Vital Signs research. The newly established Community Mobilization Committee will be making a recommendation to the Board in 2018 regarding LCF's next mobilization strategy;

- The last strategic plan saw the Foundation exploring Social Finance through the creation of a Social Loan Fund that provided financing for affordable housing loans. Through a 2016 board challenged mandate, LCF came up with a long-term social finance strategy that was sustainable and could align more of our investments with our Mission. The launch of the Social Impact Fund in 2017, with an increased funding allocation of up to 5% of total assets (maximum 15% of unrestricted assets) and additional financing options, was approved. The fund will continue to focus priority on direct local opportunities, but will consider regional and national indirect investment tools and opportunities;
- ENGAGE! London, 10 years running, continued to be successful and has been modeled by several other Community Foundations across the country. The program was enhanced with a mentorship program that sees local philanthropic leaders and participants paired with local NPOs in case study work;
- Building off the recommendation in the previous strategic plan, the creation of a Leadership Development Committee occurred. The Leadership Development Committee led the strategy “Year of the Donor,” which encompassed a comprehensive approach to new donor development and stewardship strategies;
- A new “suite” of giving options was offered in keeping with changing demographics of philanthropists, including offerings such as limited term endowments, flow-through giving, managed funds and focused legacy giving, with emphasis placed on endowed assets;
- London Community Foundation brought the Witness Blanket – an art installation about atrocities of the Residential School System – as a gift to London during Canada’s 150<sup>th</sup> anniversary
- Completion of several Board Governance & Risk Management led exercises:
  - Strategic Organizational HR Review, resulting in three new hires, as recommended.
  - Completion of the Board Diversity matrix: ensure appropriate representation of experiences/skills that reflects the community proportionately.
  - The following key Board policies were reviewed and updated accordingly:
    - By-Law 1
    - Consent to Act as a Director

- Confidentiality
  - Conflict of Interest
- Successful office renovations were completed, including creating the J. Allyn Taylor Community boardroom, which is being well utilized by various community groups.
- The Welcome Fund, in support of bringing Syrian Refugees to London, was successfully implemented in partnership with CFC, United Way London & Middlesex, the City of London and the Cross Cultural Learner Centre (lead settlement agency). Approximately 25 new families were settled.
- In 2016, the Canada 150 Fund was launched in partnership with CFC commemorating Canada's sesquicentennial. \$150,000 was granted through donor-adjudicated process to approximately 20 Canada 150 projects. In 2017, additional matching funds were made available. LCF attracted donor advised funds to make additional grants by year-end, successfully extending this grant program into 2017;
- Creation of a partnership for "Back to the River" initiative, with both the City of London & Upper Thames River Conservation Authority. Several lead gifts and pledges have been successfully secured in support of the Forks of the Thames and the SoHo inaugural projects.
- LCF participates in local and national ad campaigns, and has achieved successful enhancement of its relationship within the media community
- LCF continued being a partner to other not-for-profit organizations and foundations with a mandate of improving the community. Our Managed Funds Program was established to support other Foundations that entrust LCF with the management of their endowed assets. Continued focus on supporting smaller foundations/registered charities through providing investment, administrative and back office supports.
- Activity continues to be focused on growing our unrestricted fund assets through both our Operating and Smart & Caring Community endowment funds.
- Flow-through giving increased with fund holders and other donors who had limited grant dollars, but wanted to have an impact on community needs.
- Market investment landscape concerns show an impact on future disbursement

availability and the disbursement quota. The Investment Committee conducted extensive research that will guide a decision on potential changes to the disbursement policy;

- Community Mobilization – a new standing committee of the Board was formalized after a task force developed structure, mandate and terms of reference for this new committee. It has finalized the process of how a mobilization initiative will be selected to be recommended to the Board.
- LCF’s marketing materials were rebranded and developed for use with donors and stakeholders.
- Several Task forces were active over the term of the 2015 – 2017 Strategic Plan. Each was tasked to research and make recommendations to the Board on various issues that were identified at Board and Committee levels. These included:
  - Social Finance Task Force – enhanced funds and focus of loan fund to include Social Enterprise
  - Community Mobilization Task Force – resulted in new Standing Committee of the Board
  - Board and CEO Evaluation Task Force – to review and recommend enhance Board and CEO Evaluation process
  - Back to the River – Pilot project committee is working on formalized evolution of structure and relationships with partners for future sustainability
- Expansion of donor options to reflect generational, digital and other trends

## **2.0 STRATEGIC PLAN 2018 – 2020**

### **2.1 VISION STATEMENT**

A community working together to enrich the quality of life for all

### **2.2 MISSION STATEMENT**

We create a vibrant, smart and caring community through strategic investing that drives innovative community-based initiatives.

### **2.3 VALUE PROPOSITION**

- Knowledge of London-Middlesex
- Ability to drive innovative community-based solutions
- Personalized philanthropy and donor stewardship
- Long-term community investments
- Leveraging national opportunities, knowledge and resources

## **2.4 STRATEGIC GOALS, OBJECTIVES AND IMPLEMENTATION STRATEGIES**

### **GOAL 1:**

***Lead Strategically:*** To be a leader in catalyzing vital community initiatives.

***Strategy 1) Develop a primary social planning resource that links people, organizations and funders with community opportunities and issues;***

#### **Tactics:**

1. Prepare a community report
2. Proactively seek out opportunities for LCF to lead collaborative round-tables with public, private and philanthropic groups to address local pressing needs.
3. Explore ways to engage in advocacy and public policy work that will benefit long-term community well-being
4. Lead and be involved in system change to influence long-range, transformative city building opportunities
5. Continue to use the community report to drive our cornerstone Community Vitality Grants program.

***Strategy 2) Pursue opportunities that align donors and funders with community needs within innovative partnerships to achieve transformational change in our community;***

#### **Tactics:**

1. Expand a comprehensive and effective Donor and Family Engagement program to ensure renewed and ongoing relationships with donors.
2. Create opportunities to convene funding partnerships around issues and solutions that address London's most pressing needs.
3. Explore technology/online portal options to assist the Foundation, funders and donors in identifying and understanding opportunities.

***Strategy 3) Continue to undertake capacity building initiatives, including social partnership investment strategies and opportunities in London-Middlesex***

**Tactics:**

1. Continue to build Social Finance Committee's knowledge and experience in all areas of Social Finance, and execute investments in Social Enterprise with a priority towards local opportunities.
2. Continue to align investments with the mission with an initial target of 5% of total endowed assets (maximum 15% of unrestricted assets) allocated towards "impact investments"
3. To grow the Social Impact Fund through donor fund contributions, specific to support newly identified projects
4. Continue to refine, through the Impact Investing Policy Statement, best practices and guidelines for a sustainable impact investing strategy within the Social Impact Fund.
5. Finalize collaboration with VERGE, while continuing to explore partnerships with the City of London and other organizations involved in Social Finance, both locally and nationally, including other Community and Private Foundations.
6. Explore investment opportunities through either leading or participating in consortiums in National partnerships.
7. Continue to refine and build the capacity of the Community Vitality Grants program as the Foundations cornerstone granting program:
  - a) Investment - a goal of granting no less than \$1 million per annum
  - b) Process - work to streamline the application process for both applicants and Grants Committee volunteers
  - c) Evaluation – ongoing evaluation of the impacts is a key component to ensure the program achieves its stated objectives
8. ENGAGE! London to be suspended for one year, with Leadership Development Committee Task Force to rethink it next iteration. Task Force to make recommendation on the new ENGAGE! London program if applicable

***Strategy 4) Engage in leadership activities that mobilize our community to achieve tangible results that enrich the quality of life for all;***

**Tactics:**

1. Continue the journey of the inaugural “Back to the River” (BTTR) Project.
  - a. Work with the Collective Impact Coach, as a part of the Innoweave grant from the McConnell Foundation, to support the evolution of the existing BTTR structure into a future iteration for long-term sustainability. This will involve the existing BTTR Committee and partners.
  - b. Continue to partner with the City of London as they lead the process of completing the One River Environmental Assessment and prepare to mobilize upon learning the results for the Forks of the Thames inaugural project.
  - c. Engage the City of London in initiating the environmental assessment for the SoHo inaugural project.
  - d. Develop a structure and strategy for a capital campaign for the SoHo inaugural project, and ensure this includes fulfilment of funding for the Forks inaugural project (City of London commitment and donor support).
2. Identify and initiate a second project as part of the community mobilization initiative.
  - a. Execute and oversee the newly created structure and governance model, including action committees and committee terms of reference. Actions include:
    - i. Identification of Mobilization initiatives that will have a measurable impact on the community
    - ii. Develop partnerships with both existing and new organizations known to the Foundation, to increase likelihood of project success
    - iii. Explore affordable housing as it relates to Mental Health
  - b. Continue to explore a community-based approach to Mental Health

and Addiction services as an option, in particular as it relates to other LCF programs such as granting and social finance

**GOAL 2:**

***Inspire Innovative Solutions through the Power of Giving: To enrich our relationships with donors to achieve their philanthropic aspirations.***

***Strategy 1) Actively pursue diversified asset growth, encouraging sustainable, incremental growth for the long-term;***

**Tactics:**

1. Grow a culture of giving and investment in the London-Middlesex region and across all levels of the organization.
2. Building upon success following “Year of the Donor”, the Leadership Development Committee will continue to engage and recruit volunteers and donors alike. Execute a strategy around donor succession and growth of existing funds including, but not limited to, executing targeted events (i.e. donor and/or professional advisors and clients) for those interested in philanthropy and legacy giving.
3. Pursue, strengthen and steward relationships with professional advisors to help them offer strategic philanthropic opportunities for their clients, engaging them in the strategic direction of the Foundation.
4. Target growth from current fund holders, meeting with these donors on a scheduled basis to increase engagement.
5. Strategically engage with donors to inspire them to support LCF emerging priorities and their own philanthropic objectives.
6. Attract new fund holders to the Foundation by developing and implementing a strategy to build our knowledge of and engage with diverse communities.
7. Expand a comprehensive and effective Donor and Family Engagement program to ensure renewed and ongoing relationships with donors
8. Align our business model for stability and fund growth to ensure the

model meets our goals of protection against erosion of capital while maximizing distribution.

9. Increase revenue diversification through opportunities for corporate sponsorship and partnership funding

***Strategy 2) Pursue innovative strategies that enhance philanthropy and aligns with the Foundation's Mission***

**Tactics:**

1. Appeal to, secure and engage diverse traditional and non-traditional donors by reinforcing the LCF's range of giving vehicles and fund types.
2. Pursue significant growth and focus on stewardship of legacy donors, and work to secure future major gifts donors.
3. Pursue strategic collaborations with funders, including but not limited to not-for-profit, public, private and corporate organizations and other Community Foundations, to utilize the Foundation to enhance and leverage their community investments.

**GOAL 3:**

***Build a Strong Foundation: To pursue an organizational culture of excellence, inspiration, innovation and resiliency***

***Strategy 1) Ensure the Foundation's brand is strong, giving confidence to donors to fulfill their philanthropic aspirations in support of strengthening the community***

**Tactics:**

1. Rollout updated branding and brochure suite, in co-ordination with London Community Foundation's media/branding strategy.

***Strategy 2) Develop a comprehensive and strategic communications strategy to execute the needs of the new strategic plan.***

**Tactics:**

1. Strike a Communications Task Force to assess and recommend a comprehensive execution strategy to effectively communicate the

Foundation's brand (impact, leadership, direction and awareness)

2. Develop and implement Communications Workplan as a result of the task force

***Strategy 3) Develop a long-term human resources strategy for volunteers and staff to reflect the diversity of our community***

**Tactics:**

1. In the context of the strategic plan, evaluate existing organization resources to ensure adequate and appropriate organizational effectiveness model is in place for personnel, systems and processes.
2. Continued reporting to the Board on the implementation of the approved Strategic HR organizational review.
3. Align and allocate staff time to provide appropriate focus on strategic priorities
4. Continuously review the staff complement to ensure that the Foundation is adequately resourced and has capacity to manage future growth

***Strategy 4): Improve organizational effectiveness through enhanced technology, work plans, systems reviews, and use of best practices***

**Tactics:**

1. Explore a technology first approach to optimize the use of the Foundation's resources.
2. Practice a "continuous improvement" approach via key organization policy and governance documents to ensure they are relevant, current and compliant. Such as:
  - a. Foundation's Act of Incorporation
  - b. Board and Committee policies ensuring relevancy and currency i.e.: Third Party Fundraising Policy
3. Pursue and ensure adequate budget resources to support innovation and knowledge growth, i.e. professional development
4. Review and ensure updated HR policies and procedures are in place

### **3.0 CONCLUSION**

This document is a higher level synopsis of the Foundation's Strategic Vision for the next three years. Over the past three years, our long-term Vision has seen the Foundation achieve good success in many areas.

London Community Foundation is creating more awareness in the community through our leadership initiatives and is recognized as a collaborative partner and trailblazer.

This document is not an operational plan. It serves as a guide to our Strategic Directions and Priorities. It will be used to monitor the work on the Plan's implementation of aforementioned tactics to ensure organizational progress, focus, and outcomes.