

CFKA Strategic Plan 2022-2024 (Revised)

Approved by Board: November 30, 2021

OUR VISION:

A vibrant, creative community where everyone has the opportunity to take part in building a caring, healthy and culturally rich community.

OUR MISSION (PURPOSE):

CFKA strengthens our community by connecting the generosity of donors with the energy and ideas of people and charities addressing local community needs.

OUR VALUE PROPOSITION (key points of differentiation from other funders):

For GOOD

- We offer donors customized tools to achieve their philanthropic goals.
- We create and inspire community connections.

For EVER

- We invest in the community in perpetuity.

For ALL

- We are a “360-degree grant provider” supporting all charitable sectors.
- We serve and support all charities (approximately 350) in Kingston and area.

OUR GUIDING PRINCIPLES:

- Always operate with integrity.
- Be responsive to community needs.
- Do more listening than talking.
- Relationships are key.
- Be inclusive.
- Together is better.
- Be flexible.
- Be innovative.
- The best decisions are informed by a combination of data and intuition.
- Gratitude and fun go a long way.

Strategic Themes and Objectives (current)

These five strategic themes set out priorities and objectives for CFKA through 2024.

1. GROW OUR ENDOWMENTS TO PROVIDE MORE MONEY FOR GRANTING.

- Become **more intentional and proactive** in prospective donor outreach and building endowments.
- Set a **bold 5-year target** for Assets Under Management by end of 2026.
- Develop an **endowment growth strategy** that articulates CFKA's approach to fund development, research, marketing, donor relations and stewardship.

2. ENHANCE DONOR ENGAGEMENT AND STEWARDSHIP.

CFKA will continue to engage donors through high-value interactions to build long-term relationships, manage gifts consistent with fund agreements, update them on progress and impact of their gifts, and inform them of emerging needs.

- Develop a **donor engagement strategy** and execute a **stewardship plan** that addresses donor attraction, retention, upgrades, increased giving and referrals.
- Explore **new approaches** to increase donor retention, giving and referrals.

3. MAXIMIZE THE IMPACT OF GRANTING ON COMMUNITY WELL-BEING.

- Define and **formalize a process to map community needs** & validate priorities.
- Develop plan to **measure, assess and optimize the impact** of CFKA granting.
- Develop, trial and evaluate **new granting types** (e.g. multi-year projects, operational funding, neighbourhood small grants) and **granting processes** (e.g., granting with an EDI lens, participatory grant making and/or coordination with other funders) to increase the impact of the Foundation's discretionary granting.
- Explore, trial and evaluate **new funding sources for new granting opportunities** to increase total granting and impact in our community (e.g. funding opportunities through Community Foundations, or other funders or donors). This includes ensuring the Sisters' Community Impact Fund is being expended effectively on "systemic change", consistent with the fund agreement, working with partners.

4. INCREASE CFKA'S PROFILE AND INFLUENCE WITHIN THE COMMUNITY.

CFKA will continue and expand its work to be a credible, influential voice within our communities, working collaboratively with other organizations and stakeholders to identify and address existing and emerging needs.

- **Strengthen CFKA's marketing & communications capacity and impact:**
 - Develop and execute a brand marketing & communications plan.
 - Increase capacity by hiring an experienced marketing & communications resource.
 - Proactively seek and engage in opportunities to raise awareness of CFKA.
 - Prioritize approaches like storytelling and use of visuals to showcase grant impacts.
- **Demonstrate leadership on one or two signature issues** in the local charitable sector (e.g. ACEs, seniors' isolation, pandemic recovery or smart & caring priorities).

5. ENHANCE ORGANIZATIONAL EXCELLENCE AND CAPACITY.

As a model for effectiveness, efficiency and equity, CFKA will be recognized for excellence in its leadership, governance, operations, expertise and relationships.

- **Continue to enhance the Foundation's governance model:**
 - Perform a **"right-sizing" review** to identify optimal staffing levels and structures to meet our long-term strategic objectives.
 - Develop **succession plans** for ED, staff, board and key volunteer positions.
 - Adopt approaches that increase **effectiveness of board & committee meetings**.
 - Identify opportunities to be **more evidence/data driven** in our decision making.
- **Effectively support and streamline operations:**
 - Review, update and **streamline key internal processes** that support operations.
 - Review options to improve our **financial and donor database** (currently FIMS).
 - Ensure mission-critical **systems are robust, scalable and sustainable**.
 - Establish **staff training** goals and development plans.