



communityone  
FOUNDATION

Many Communities. One Mission.

**Strategic Plan 2008- 2010**

Approved January 2007

**Note: In July 2008 the Lesbian & Gay Community Appeal changed its public name to the Community One Foundation**

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# Introduction

Over a period of fourteen months, the Board of Directors engaged in an extensive planning process, envisioning the future of the **Community One Foundation**. In determining the strategic directions the Board of Directors has carefully considered the input from all of the organizations stakeholders. The process was a collaborative effort which involved extensive consultation with multiple stakeholders, including donors, grantees, volunteers, staff, Board of Directors, and community partners. The process also included assessing the social, political and economic environment in which the Community One Foundation operates through an environmental scan and an analysis of the Community One Foundation's strengths, weaknesses, opportunities and threats (SWOT). It was developed with the assistance of Adobe Consulting Services.

The Community One Foundation has identified three strategic directions that will guide the foundation over the next three years:

1. Strengthen and increase our organizational capacity and infrastructure
2. Revisit our name and strengthen our mission statement through re-branding and the development of effective marketing strategies
3. Increase our financial resources and diversify and enhance fundraising.

The overall objective is to ensure that the Community One Foundation will be able to grow and further develop to continue to meet the need of the LGBTTIQQ2 community it serves. The need in the community is vast and therefore we are committed to digging deep, making hard decisions and moving forward strategically and with confidence toward ensured future organizational sustainability. We continue in this tradition with renewed commitment to strengthening our community through grant making, community development, volunteer development, resources development and philanthropy

# Mission

The Community One Foundation creates a strong, vibrant and diverse community by supporting individuals and groups that enhance the development of the LGBTTIQQ2 communities in Toronto, Durham, Halton, Peel, and York regions.



# Context

Through the generosity of individuals, organizations, groups and businesses the Community One Foundation is able to provide much-needed funding for projects and programs in the areas of education, health, human rights and arts and culture. Toronto's LGBT communities are resilient, due in no small part to the commitment of individuals who provide support and make a contribution to community life in the city.

The only foundation of its kind in Canada, the Community One Foundation has raised more than \$2 million through an annual giving program and special initiatives since 1980. By enabling individuals and groups to provide innovative and vital services and projects the Community One Foundation works to strengthen and unite our diverse communities and build on our shared history.

## **We believe that we can do better!**

Today, it ranks as a sign of our collective strength, ingenuity and endurance that many organizations are working to advocate for our rights, serve our needs, and celebrate our lives through the arts. Yet, a chronic lack of funding severely limits the impact of advocacy and services for LGBTTIQQ2 communities and stifles the effectiveness of our movement and opportunities for visibility. Our advocates barely have enough resources to react to changing events, much less proactively shape an agenda; our service providers constantly scramble to serve the community's immediate needs, with scarce time or resources left to devote to their long-term development. Further, the regions served by the Community One Foundation are some of the most demographically diverse in the country with new and emerging communities of LGBTTIQQ2 people with unique and at times urgent need.

These challenges are not new, nor are they unique, however the heart of this challenge lies in increasing the strength and impact of the organizations, artists and campaigns that meet the needs, advance the rights, ensure the visibility and celebrate the lives of LGBTTIQQ2 people. It lies in developing our own community's enormous philanthropic potential. Encouraging a decision - a commitment of thousands of individuals to invest back in. Despite the incredible generosity of some donors, relatively few LGBTTIQQ2 people give to LGBTTIQQ2 causes and organizations and even fewer do so at higher levels of giving.

We intend to change this, by promoting a stronger culture of philanthropy. Invest in the community! The goal of the Community One Foundation is to significantly increase the resources available to our essential community organizations and vibrant artists.

# Strategic Directions

The community need is clear, the resources at hand, and the strategy straightforward. The Community One Foundation Strategic Plan will build on our 28 year history of being a catalyst in our community. The Community One Foundation is challenging itself to ensure its sustainability through organizational development, review our branding and marketing and most importantly, dramatically extend the reach, capacity, and visibility of the LGBTTIQQ2 philanthropy in Toronto, Durham, Halton, Peel, York and regions. Our goal is a new vision of impact philanthropy, with a sustainable future.

## **1** Strengthen and Increase our Organizational Capacity & Infrastructure

To ensure that the Community One Foundation has the infrastructure in place to realize our mission, manage and implement new programs and enhance our grant making abilities, we will strengthen and increase our organizational capacity in the following areas:

- Human resources;
- Financial resources;
- Community convening;
- Grantee and donor services;
- Policy and procedures, and;
- Partnerships and collaborations.

Community One Foundation has recently hired a new Executive Director who will manage the processes of organizational development.

The Community One is committed to creating a strong organizational foundation. We will review our organization and implement systems and structures to support vibrant staff and active Board of Directors. We will explore opportunities for increasing our staff resources. We will be creative with our committed volunteers to enhance what we do and how we do it. We will undertake a comprehensive review of our current operations, systems and structures and to better carry out our work and deliver quality programs to fulfill our mandate.

## **2 Increase the Organization's Profile**

The Community One Foundation has a long and remarkable history which includes its public image. Our community has told us it is time to ensure that our image is still viable today and acts as an effective vehicle to achieving the goals we have set for the Foundation. The Community One Foundation aims to be the charity of choice for the LGBTTIQQ2 community.

The Community One Foundation will undertake a comprehensive Review of its branding and marketing strategies ensuring effective and increased exposure to new and existing stakeholders.

## **3 Increase our financial resources and diversify and enhance fundraising**

It is critically important that the Community One Foundation multiply its financial resources. The Community One Foundation will need to build on the resources it currently has and work hard to develop new relationships with donors and corporations. We need to chart a course towards developing permanent resources to address our community's future needs.

The Community One will create a fund development strategy which will include exploring an endowment fund strategy that can provide organizational stability as well as a wide array of structured giving and asset management opportunities for donors. The strategy will also include planned giving, corporate sponsorship and employee directed fundraising. As part of the fund development strategy we will create fundraising campaigns that will encourage a diverse group of people to re-invest in our LGBTTIQQ2 communities.