

## 2021 – 2024 STRATEGIC PLAN

### VISION

Where purposeful giving enhances lives forever

### MISSION

A catalyst for igniting generosity and building the vibrant and enduring place we call home

### STRATEGIC GOALS

1. INCREASE ASSETS UNDER MANAGEMENT TO \$25,000,000 BY 2025
2. INCREASE GRANT-MAKING CAPACITY TO \$5,000,000 BY 2025
3. INCREASE UNRESTRICTED ENDOWMENT TO \$2,000,000 BY 2025

### WE WILL ACHIEVE THROUGH

<b>Community Outreach &amp; Engagement</b>	<b>Governance</b>	<b>Community Impact</b>	<b>Financial Impact</b>
The Winona Community Foundation is the trusted resource for charitable giving and community investment	The Winona Community Foundation meets or exceeds good governance practice, policies, and procedures.	The Winona Community Foundation is positioned to invest in the opportunities and challenges that will drive positive improvements in the overall well-being of the community	Prudent, sound financial management that ensures continued growth in assets

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## COMMUNITY OUTREACH & ENGAGEMENT

### Community Leadership, Engagement, Communication, Education

The Winona Community Foundation is the trusted resource for charitable giving and community investment.

GOAL	STRATEGIES
Strategic and annual marketing plan is in place	Plan is approved and operational by start of 2022
Increased top-of-mind awareness among community members	<ul style="list-style-type: none"> <li>• Implement multi-channel communication plan including both paid and unpaid promotions</li> <li>• Public presentations to service clubs, churches, senior living, etc.</li> <li>• Free Zoom and in-person educational programming</li> <li>• “Professional Forum” ad/column in Winona Post</li> <li>• “In the Know” monthly radio conversation</li> </ul>
Increased referrals from professional advisor community	<ul style="list-style-type: none"> <li>• Develop contact list of attorneys, financial advisors, trust officers, accountants, and insurance professionals</li> <li>• Quarterly/Monthly e-newsletter to professional advisors</li> <li>• Offer 2 professional development opportunities annually</li> </ul>
Trusted resource for nonprofit leaders	<ul style="list-style-type: none"> <li>• Administrative support to the Winona Nonprofit Alliance</li> <li>• Workplace giving initiative piloted in the first quarter of 2022 and if successful, rolled out over the following three quarters of 2022</li> <li>• Facilitate gifts of complex assets</li> <li>• Increase number of agency endowments</li> <li>• Provide educational opportunities to build the base of knowledge of charitable giving practice and techniques</li> </ul>
Increase number of funds administered by the Foundation (donor advised, designated, field of interest, scholarship, and fiscal sponsorship) from current number 101 to 125 by 2025	<ul style="list-style-type: none"> <li>• Implement tiered engagement strategies based upon constituents’ interest, affinity, and capacity to invest in the Winona Community Foundation</li> <li>• Inform nonprofit community about agency endowments and invite partnership</li> <li>• Strengthen relationships with professional advisor community</li> </ul>

<p>Increase unrestricted contributions by 10% year over year through 2025</p>	<ul style="list-style-type: none"> <li>• Direct mail appeal in November of each year</li> <li>• Increase top of mind awareness among community members (see above)</li> </ul>
<p>Raise at least \$30,000 annually for community grant program</p>	<ul style="list-style-type: none"> <li>• Charity golf tournament proceeds benefit second-cycle grants</li> </ul>
<p>Increase the pipeline for planned and legacy gifts</p>	<ul style="list-style-type: none"> <li>• Revitalize legacy society to actively identify individuals with intent to benefit the Foundation through their estate plans</li> <li>• Position the Foundation as an expert in charitable gift vehicles and serve as a resource to professional advisors working with clients</li> <li>• Build out planned giving website</li> <li>• Offer free charitable estate planning seminars to the community at least once annually</li> </ul>

**2021 – 2024 STRATEGIC PLAN**

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**GOVERNANCE**

**National Standards for Community Foundation Accredited**

The Winona Community Foundation meets or exceeds good governance practice, policies, and procedures.

**GOAL**

**STRATEGY**

Board structure aligns with all legal and accreditation requirements while meeting changing needs of the organization and community

- National Standards for Community Foundations is maintained
- Board membership reflects the population served by the Foundation
- Establish a governance committee to provide oversight to ensure the board is meeting its expectations
- Conduct annual self-assessment of board effectiveness
- Policies are reviewed annually and are updated or amended to reflect practice

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### COMMUNITY IMPACT

#### First Transformational Community Grant Awarded by 2024 - Single award between \$100,000 - \$250,000

The Winona Community Foundation is positioned to invest in the opportunities and challenges that will drive positive improvements in the overall well-being of the community

#### GOAL

#### Strategy

Increase community grant program to \$250,000 for 2025

- See Community Outreach and Engagement

Award a transformational grant in 2024

- Annually allocate a percent of operating surplus to transformational grant
- Grow unrestricted endowment to \$2,000,000 by 2025

Community grant program adapts to meet the changing needs of the community

- Evaluate community grant program annually to assess effectiveness and determine funding priorities
- Explore implementation of a participatory grantmaking process

Demonstrate the Foundation's impact in the greater Winona community

- Achieve 100% compliance with grant reporting by community grant recipients to build a portfolio of impact stories
- Include community grant impact stories on the website, in quarterly statement newsletter, general newsletter, and across social media platforms

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### FINANCIAL IMPACT

#### \$25,000,000 in assets by 2025

The Winona Community Foundation will exercise prudent, sound financial management that ensures continued growth in assets undermanagement and grant-making capacity.

### GOAL

### STRATEGY

Increase community grant program to \$250,000 for 2025

- See Community Outreach and Engagement

Award a transformational grant in 2024

- Annually allocate a percent of operating surplus to transformational grant
- Grow unrestricted endowment to \$2,000,000 by 2025

Cumulative granting exceeds \$5,000,000 by 2025 end

- 95% of donor advised funds recommend at least one grant annually equal to 5% of fund value unless a distribution or growth plan is in place

Exercise fiduciary responsibility over financial investment managers

- Conduct a request for proposals for fiduciary investment management in 2025
- Conduct quarterly reviews of investment manager performance against benchmarks