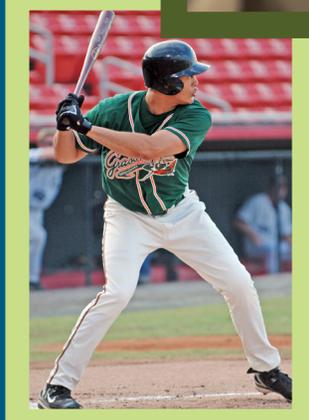




**COMMUNITY  
FOUNDATION**  
OF GREATER GREENSBORO

STRATEGIC  
PLAN  
2023-2033





**COMMUNITY  
FOUNDATION  
OF GREATER  
GREENSBORO**

## VISION

- The Community Foundation of Greater Greensboro's vision for our city is a welcoming and thriving place where people work together to enrich the lives of all. The Community Foundation accomplishes this by:
  - Understanding what matters to the community
  - Being a trusted partner that empowers others
  - Shepherding successful projects that draw the community together
  - Helping diverse donors create impactful gifts

## MISSION

The Community Foundation of Greater Greensboro inspires giving, maximizes opportunities and strengthens communities for present and future generations.

## VALUES

- Diverse and inclusive leadership
- Strong entrepreneurial spirit
- Access to meaningful opportunities for every resident

## DIVERSITY, EQUITY, AND INCLUSION (DEI) STATEMENT

Our communities are diverse. They include people of all ages and abilities, creeds and religions, cultures, ethnicities, gender identities, national origins, races, sexual orientations, and socioeconomic backgrounds. To pursue our mission, we will embrace our diversity,

# 2023-3033 STRATEGIC PLAN

## Key Goals and Strategies

### Grow Philanthropy

- Deepen Stakeholder Involvement
- Increase Permanent Endowments
- Strengthen Legacy Giving

### Make Impactful Investments

- Expand Economic Mobility
- Nurture Health and Wellness
- Expand Cultural Vibrancy



### Build an Equitable Community

- Champion Diversity, Equity, and Inclusion (DEI)
- Boost Operational Excellence
- Develop Social Impact Investing

A photograph of three children, two girls and one boy, smiling and working together to build a tall, rectangular structure using colorful sticks (red, blue, yellow, green). They are in a brightly lit room with a yellow wall. The text 'BUILDING LONGER TABLES' is overlaid on the left side of the image.

# BUILDING LONGER TABLES

At a recent Guilford College Bryan Series, renowned chef and humanitarian José Andrés encouraged the audience, “We should build longer tables, not higher walls.” Chef Andrés should know. Since 2010, his nonprofit World Central Kitchen has served more than 300 million nourishing meals in disaster-ridden and war-torn regions around the world. Chef Andrés says that the idea of World Central Kitchen began with conversations at home with his wife, Patricia. It’s easy to imagine these early discussions taking place over their dinner table.

I’m reminded of another table whose purpose and reach go back 40 years and extends far into the future—Cynthia Doyle’s kitchen table. It was the early 1980s when civic-minded leaders from Greensboro gathered around Cynthia’s table to discuss the formation of what would become the Community Foundation of Greater Greensboro.

Since 1983, the Community Foundation has distributed more than \$400 million in grants to area nonprofits and beyond. Thousands of Greensboro’s residents continue to benefit from the philanthropy of individuals and families who, like you, have trusted the foundation to carry out their charitable wishes. Our table is longer, and more people have been nourished because of your generosity over the years.

As the Community Foundation’s assets have

grown to nearly \$300 million and our distributions to over \$400 million, our role as a convener and catalyst has also gained strength. We have been asked to tackle complex community issues from the lack of affordable housing to the building of the Tanger Center for Performing Arts, from responding to calamitous natural disasters to addressing the long-term care of older adults in the Triad.

So where will our community and the Community Foundation be in ten years? What will our table look like and who will join us?

These are the questions our 2023-2033 Strategic Plan attempts to answer. You’ll see that our long-term goals (“What will change?”) for Greensboro and the Community Foundation are transformational, and our core strategies are evergreen and sound: Grow philanthropy. Make impactful investments. Build an equitable community.

With your help, we will build longer tables, not higher walls. I look forward to breaking bread with you for years to come.

A handwritten signature in black ink that reads 'H. Walker Sanders'.

H. Walker Sanders  
President





# Grow Philanthropy

## WHAT WILL CHANGE?

- CFGG grows to \$500M in assets under management with aspirations to become a \$1 billion organization.
- CFGG is reinvesting more than \$50 million annually into Greensboro.
- CFGG continues to facilitate major community projects, such as the Steven Tanger Center for the Performing Arts and the Carolyn and Maurice LeBauer Park.
- CFGG's planned giving commitments grow to more than \$500 million in permanent legacy gifts to the community.



The Community Foundation works with individuals, families, businesses, and nonprofits who are passionate about improving Greensboro. We make it easy for donors to establish their own philanthropic funds and recommend grants to the nonprofits and causes they care about. We work closely with the professional advisors who guide our donors. Our firsthand knowledge of emerging community needs makes us the ideal partner for making a difference in the lives of Greensboro residents for generations to come.

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NO ONE HAS  
EVER BECOME  
POOR BY GIVING.

-ANNE FRANK

*We believe anyone can be a philanthropist and realize their dreams of making a lasting impact on Greensboro. We believe in offering donors reliable, unbiased guidance on how to give back to the causes they are passionate about. We believe that intentional steps and connections deepen our relationships with our donors and pave the way for transformational and permanent gifts for a greater Greensboro.*

”

“Money should be a tool of love, to facilitate relationships, to help us thrive, rather than to hurt and divide us. If it's used for sacred, life-giving, restorative purposes, it can be medicine.”

-Edgar Villanueva,  
*Decolonizing Wealth*



## Deepen Stakeholder Involvement

- ✔ Implement a donor management system based on the principles of a major gift program
- ✔ Designate a relationship manager responsible for consistent touch points with each fund advisor and professional advisor
- ✔ Host donor education events on pressing community issues and innovative solutions
- ✔ Incorporate the principles and practices of diversity, equity, and inclusion into our work
- ✔ Grow website and social media engagement through data-driven digital marketing and communications
- ✔ Gather and integrate donor feedback through formal and informal channels
- ✔ Refresh print collateral and digital assets with best-in-class design and stories of impact



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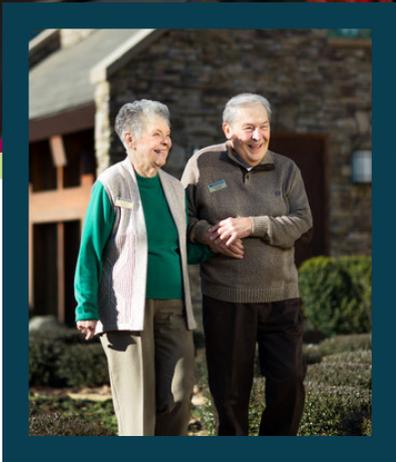
“Giving is not just about making a donation. It is about making a difference.”

– Kathy Calvin, Former President and CEO of the United Nations Foundation



## Increase Permanent Endowments

- ✓ Align donor education to CFGG program areas to grow field of interest endowments
- ✓ Connect with professional advisors on charitable opportunities for their clients including community and nonprofit endowments
- ✓ Identify growth opportunities based on donor and non-fundholder involvement in field of interest endowments
- ✓ Amplify stories and positive results that permanent endowments yield through community grantmaking



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“If you want to do something for your children and show how much you love them, the single best thing—by far—is to support organizations that will create a better world for them and their children.”

—Michael Bloomberg,  
Former Mayor of New York City

## Strengthen Legacy Giving

- ✓ Update and rebrand CFGG’s legacy society program for planned gifts
- ✓ Enroll new members to CFGG’s legacy society from existing fundholders
- ✓ Build a community of professional advisors who understand and share the benefits of CFGG’s legacy society with their clients
- ✓ Host salon events for existing and prospective legacy society members and professional advisors to learn about planned giving at CFGG
- ✓ Update CFGG’s plan for acquisition of new trusts and charitable gift annuities





## Make Impactful Investments



NO ACT OF  
KINDNESS, NO  
MATTER HOW  
SMALL, IS EVER  
WASTED.

-AESOP

The Community Foundation assembles philanthropic resources and expertise around pressing community issues. Knowledgeable staff and diverse volunteers guide our grantmaking and initiatives. We convene the private, public, and nonprofit sector on shared priorities for shared solutions.

*We believe in everyone living in a safe, affordable home. We believe in everyone accessing low-cost, high-quality healthcare. We believe in everyone growing their businesses with the resources they need for success. We believe we should care for older adults. We believe in creating arts, parks, and sports for all to enjoy. We believe in advocating for changes to the systems, policies, and institutions that perpetuate inequities in our community.*

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“Every individual and organization has a role to play in mobilizing skills, talents, and life experiences to move towards a more just and equitable world where all have what they need to survive and thrive in life.”

—Oscar Aulique-Ice, Founder, Icetratt Foundation  
for Social Investments



## Expand Economic Mobility

- ✔ Launch the Community Indicators Project for key data on educational attainment, minority-owned businesses, homeownership, and other measures of economic mobility
- ✔ Invest in economic mobility for low-wealth residents through community grantmaking from across CFGG and its strategic endowments
- ✔ Prioritize grantmaking decisions based on: access and equity for all residents; high quality, strengths-based programming; policy and advocacy support; collaboration with public, private, and nonprofit partners
- ✔ Lead fundraising for the Greensboro Housing Fund with an initial goal of \$32.5M from private and public sources
- ✔ Invest in nonprofit activities and client outcomes that increase residents' access to safe and affordable housing
- ✔ Invest in programs that build household income, offer financial programs, provide training and education, reduce employment barriers, and strengthen women- and minority-owned businesses

- ✔ Share success stories and best practices on educational attainment, increased homeownership, and the growth of small businesses and economic prosperity in the region

### WHAT WILL CHANGE?

- » Greensboro is nationally recognized safe and affordable workforce housing for all residents.
- » Increased homeownership for working families is building wealth and reducing economic disparities between black and white communities.
- » The region's economy is expanding significantly through improved access to capital and capacity building for minority- and women-owned small businesses.
- » More than 60% of Guilford County residents are earning a post-secondary credential or degree and are prepared for 21st century jobs and careers.
- » The increase in credentialed and degree residents is creating \$1B of annual economic impact for Guilford County.

”

“When you trace back to the causes of illness, in so many cases you see how our social fabric itself is in need of mending.” –Dave A. Chokshi, Chief Population Health Officer, NYC Health + Hospitals



## Foster Health and Wellness

- ✓ Implement the Buddy Weill Fund for capital expansion projects that yield positive health outcomes for older adults
- ✓ Administer the Tri-County Health Fund to improve access and health outcomes for medically uninsured and underinsured residents of Guilford, Randolph, and Rockingham counties
- ✓ Designate grantmaking from CFGG's strategic endowments to support community health and wellness
- ✓ Share inspirational stories that highlight CFGG's health investments and wellness outcomes
- ✓ Serve as a resource partner and content expert on health and wellness, particularly for older adults and the uninsured

### WHAT WILL CHANGE?

- » Greensboro is the premier city in the U.S. for facilities and services for older adults.
- » The major expansion in access to health resources and affordability for the region's uninsured and underinsured residents has closed the gap in health disparities as measured by race, socioeconomic status, and local geography.

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“The purpose of art is washing the dust of daily life off our souls.”

—Pablo Picasso,  
Painter, Sculptor,  
and Printmaker



## Broaden Cultural Vibrancy

- ✓ Invest in programs that increase access to arts and culture, natural assets, and sports for low- to modest-wealth residents and school-aged youth
- ✓ Support cultural education and events that appeal to diverse and multi-generational audiences
- ✓ Produce major public art projects throughout Greensboro through the Public Arts Endowment (PAE)
- ✓ Promote stories and results that showcase Greensboro's cultural vibrancy—especially as it relates to arts, parks, and sports

## WHAT WILL CHANGE?

- » Greensboro's dynamic arts scene is nurturing diverse artists and artistic spaces and creating equitable, affordable access to the arts in and for all parts of the community.
- » Public art projects in Greensboro are highly visible icons woven into the fabric and identity of its diverse community.
- » Greensboro has the most interconnected parks system in the U.S. so that every resident has access to a park or trail within a five-minute bike ride of their home.
- » Greensboro is a national leader in amateur and intercollegiate athletics with world-class facilities.
- » Greensboro is nationally recognized for offering the greatest access to a wide variety of sports and recreational activities for all its residents.



## Build an Equitable Community



Our community includes people of all ages and abilities, creeds and religion, cultures, ethnicities, national origins, races, sexual orientations, gender identities and socio-economic backgrounds. To pursue our mission of "strengthening communities for present and future generations", CFGG embraces our community's diversity, creates equitable opportunities, and commits to fairness and inclusion for all people. Over the next 10 years, CFGG will invest time, resources, and good will to build meaningful dialogue and connections in spaces where all feel respected and heard.

*We believe that we are better together because we have greater impact together. We believe that by creating greater levels of trust and transparency within the organization and out in the community, we can enhance the quality of life for all who work for us and with us.*

### WHAT WILL CHANGE?

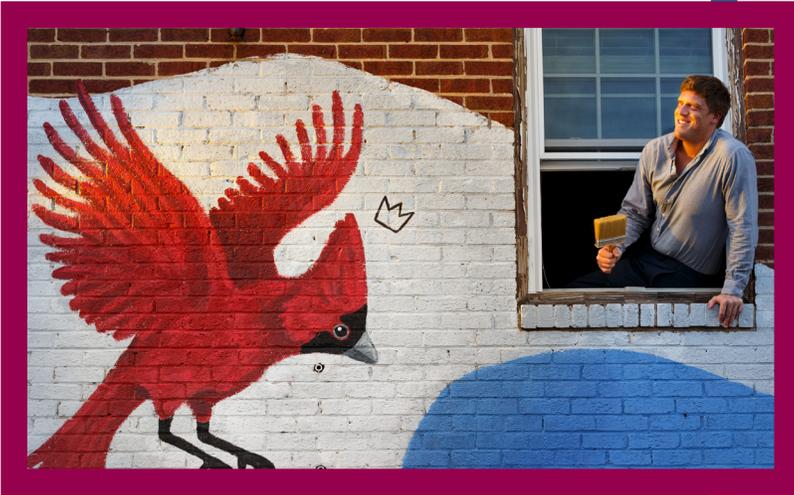
- » Diversity, equity, inclusion, and a sense of belonging permeate CFGG's internal culture and operations, as well as its work across the community.
- » CFGG's board member and staff demographics mirror the community.
- » CFGG ranks as one of the "Best Places to Work" locally.
- » Greensboro ranks as one of the "Best Places to Live" nationally.
- » Greensboro ranks as one of the "Best Places to Play" nationally.
- » CFGG's social impact investments and strategic advocacy are informing large-scale projects and public policy that improve the quality of life for all Greensboro residents.



## Champion Diversity, Equity, and Inclusion

“Diversity of experience is what makes this field of philanthropy great, and in this country, we need those ideas and perspectives more than ever.”  
-Robert K. Ross, President and CEO of the California Endowment

- ✓ Foster board and staff diversity that mirrors the community
- ✓ Deploy fair and transparent practices for contracted services that increase the utilization of diverse, local vendors
- ✓ Grow sponsorship of minority-led and minority-focused organizations, events, and initiatives
- ✓ Track, evaluate, and strengthen CFGG's investments and initiatives in diversity, equity, and inclusion



## Boost Operational Excellence

- ✓ Host DEI trainings and convenings for CFGG's staff, board of directors, and the broader community
- ✓ Update CFGG's employee handbook with a lens of diversity, equity, and inclusion
- ✓ Implement and scale a philanthropy-focused software solution that improves internal processes, data integrity, and stakeholder satisfaction
- ✓ Create and sustain clear and consistent communications targeted to CFGG's internal and external stakeholders
- ✓ Survey employees annually with a goal of achieving at least 90% employee satisfaction

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*“On what high-performing companies should be striving to create: a great place for great people to do great work.”*  
—Marilyn Carlson,  
Former CEO of  
Carlson Companies



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*“Impact investing has become a broad umbrella that includes all investing with a focus on both financial return and social impact, but in its best form, impact investing prioritizes impact over returns and achieves outcomes that traditional investing cannot.”*

*–Jacqueline Novogratz, Author and Founder and CEO of Acumen*



## Develop Social Impact Investing

- ✓ Develop projects for social impact investing that strengthen underserved areas of the community
- ✓ Drive social impact investments and public policy advocacy with community-focused research, data, and analysis
- ✓ Promote and market impact investment opportunities and benefits to CFGG donors, institutional partners, and other supporters
- ✓ Tell stories and secure media coverage that communicate the transformative outcomes of CFGG's social impact investments



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**COMMUNITY  
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OF GREATER  
GREENSBORO**

A new era for giving.  
A shared vision for Greensboro.