Introduction

The Marketing and Development Committee is a standing committee of the Dwelling Place Board of Directors that exists to raise funds, expand awareness of the work of Dwelling Place, gain new friends in the community, and provide oversight and direction of fundraising events and tactics that fit within the overall strategic goals of the organization. The committee meets once a month.

Approved by Dwelling Place Board annually the purpose of the Resource Development Plan is to identify the activities Dwelling Place will undertake to expand the Dwelling Place brand and grow an active audience of community members who will alert Dwelling Place of opportunities for growth.

- Outline strategies to build awareness of the Dwelling Place brand
- Identify ways to help connect Dwelling Place to key demographics
- Identify means by which to expand philanthropic giving
- Evaluate and measure the impact of annual marketing and fund development initiatives

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Build Brand Awareness

Position Dwelling Place as an organization with expertise in the field of community development corporations in the West Michigan area. **Strategies to build awareness of the Dwelling Place brand** have been broken out into 4 objectives.

**Objective 1:** Increase brand visibility to grow new audiences.
- Refresh Dwelling Place brand with new color scheme and feature fonts
- Identify racially diverse marketing partners for video & design work
- Produce and distribute select printed materials in Spanish language
- Identify opportunities to be culturally responsive
- Grow relationships with local media outlets
- Identify target organizations for guest speaking opportunities (churches, community groups, institutions, and businesses)
- Meet industry standards for open rate & click rate for Dwelling Place newsletter

**Objective 2:** Improve internal brand awareness to strengthen staff & board engagement.
- Establishing a Dwelling Place archive
- Add a minimum of three (3) members to Marketing and Development Committee
- Continue Monthly First Friday Calls with staff/board
- Refresh Dwelling Place branded swag
- Identify opportunities for staff/board members to serve as brand ambassadors
- Strengthen internal use of Paylocity to share staff content

**Objective 3:** Enhance brand to maintain existing audiences
- Launch Customer Relationships Management (CRM) software for donor/volunteer tracking
- Segmenting the Dwelling Place mailing list
- Provide timely stories and content on monthly e-newsletter and social media that represent the diversity across Dwelling Place communities
- Include monthly blog content and news on Dwelling Place website
- Grow website traffic / social media following by 5%

**Objective 4:** Celebrate Denny Sturtevant’s retirement and his 32 years of investing in affordable housing to establish Dwelling Place as an industry leader.
- Series of *Fireside Chats* highlighting Denny’s impact and history with the organization
- Publish *40th Anniversary Coffee Table Book*
- Host Series of 2+ Retirement Events virtual or in-person
Schedule of Events

Our quarterly in-person events and direct mail will feature stories that share our mission’s impact. These events and mailings, paired with daily social media posts and monthly newsletters will allow our donors, future donors, volunteers, and community members, sharing the value of our work and the impact on the communities we serve. All event marketing includes regular e-newsletter and social media content.

<table>
<thead>
<tr>
<th>Months</th>
<th>Recurring Events (scalable)</th>
<th>Unique Events</th>
<th>Mailed Event Marketing</th>
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<tr>
<td>January - March</td>
<td>• Fireside with Denny Chats</td>
<td>• Madison Lofts/ Brillante Apartments Celebration</td>
<td>• Denny’s Retirement Announcement</td>
</tr>
<tr>
<td>April - June</td>
<td>• Fireside with Denny Chats</td>
<td>• Virtual celebration for first CLT buyer</td>
<td>• Denny’s Retirement Invite + CLT Buyer Announcement</td>
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| July - September | • Hops & Housing - Holland or CLT site outside of GR | • Retirement Party  
|                |                             | • Volunteer Recognition Event            | • Announcement of new CEO + 2020 Community Report published |
| October - December | • Hops & Housing - Holland or CLT site outside of GR | • Larry Bratschie Award Showcase + Staff Recognition (November) | • Year End Appeal |

Fundraising Goals

Staff will engage Board members, committee members and other volunteers to identify new potential ways to expand philanthropic giving.

*Objective 1: Increase Individual Giving*

- 10% increase in giving from current donors
- Increase of 25 new individual donors

*Objective 2: Increase sponsorship for annual fundraiser (Larry Bratschie Awards)*

- $125,000 in sponsorships
- 7 new event sponsors

*Objective 3: Increase funding for operating support and programming.*

- Program & Operating Funding
  - Identify a minimum of 2 new donor opportunities
Objective 4: Increase donations from businesses to support programs & special events

- A minimum of 25 new businesses will be approached to support programming and special events.

2021 Key Demographics

Donor list segmentation breaks down our audience into different categories. These categories recognize similar characteristics among an audience and identify core messages for targeted outreach.

<table>
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<tr>
<th>Age Range</th>
<th>Key Engagement Strategy</th>
<th>Core Message</th>
<th>Example Gift</th>
<th>Outreach</th>
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| Under 24  | Volunteering opportunities & direct service involvement | Your time is valuable and getting involved makes a difference | Property Days | Messaging platform:  
  - Social Media  
  - Newsletter  
  Activities:  
  - Committee Service  
  - Volunteer Service  
  - In-person events |
| 24-35     | Some volunteering, giving to identified specific needs | Your giving directly impacts a person’s quality of life | Welcome Baskets | Messaging platform:  
  Social Media  
  - Newsletter  
  Activities:  
  - Committee service  
  - Hops & Housing |
| 36-45     | Monetary contributions via direct and indirect giving or community foundation | Your giving creates stability for families and neighborhoods | Payroll Deduction (United Way Panel) | Messaging platform:  
  - Social Media  
  - Newsletter  
  - Direct mail  
  Activities:  
  - Committee & Board service  
  - Hops & Housing |
| 46-60     | Monetary contributions via direct repeat donations moving towards sponsorship | Your giving is an Investment in your community, supporting persons whose experiences are complex | Monthly or Annual contributions | Messaging platform:  
  - Social Media  
  - Newsletter  
  - Direct mail  
  Activities:  
  - Committee & Board service  
  - Annual Fundraiser |
### Staffing Needs

Assigned staff will implement strategies and tactics outlined in the 2021 Branding Plan consistent with goals from the 2021 Strategic Plan. Staff includes but is not limited to:

1. Marketing Coordinator
2. Volunteer Coordinator
3. Director of Community Building & Engagement
4. CEO
5. Executive Assistant

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<th>Age Group</th>
<th>Responsibilities</th>
<th>Messaging Platform</th>
<th>Activities</th>
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<tr>
<td>60 &amp; up</td>
<td>Monetary contributions via direct repeat donations and sponsorship. Generational giving and estate planning</td>
<td>● One-on-One&lt;br&gt;● Direct Mailing</td>
<td>● Virtual Events&lt;br&gt;● Fundraiser&lt;br&gt;● Committee &amp; Board service&lt;br&gt;● Volunteering</td>
</tr>
<tr>
<td>New Business Sponsors</td>
<td>Monetary contributions at a $1,000 - $5,000 level to fund specific initiatives</td>
<td>Welcome Baskets&lt;br&gt;Property Days</td>
<td>● One-on-One&lt;br&gt;● Direct Mailing&lt;br&gt;● Social Media&lt;br&gt;● Volunteer Engagement</td>
</tr>
<tr>
<td>Existing Business Sponsors</td>
<td>Increased monetary contribution at</td>
<td>Event Sponsorship&lt;br&gt;Program Sponsorship</td>
<td>● Business Associations&lt;br&gt;● Volunteer Engagement</td>
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## Attachment 1. From Awareness to Action

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<tr>
<th>Marketing Stages</th>
<th>Awareness</th>
<th>Understanding</th>
<th>Interest</th>
<th>Support</th>
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<td>Communication Phases</td>
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<th>Public Relations Activity</th>
<th>Content creation</th>
<th>Traditional Media engagement</th>
<th>Social Media Engagement</th>
<th>Influencer Engagement</th>
<th>Events/Speeches</th>
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<tr>
<td></td>
<td>All</td>
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<tr>
<th>Intermediary Effect</th>
<th>Audience Reach (traditional/Social Media Impressions/Target audience impressions)</th>
<th>Key message alignment Accuracy of facts</th>
<th>Key message alignment Frequency of Positive Mentions Expressed opinions of interest Social Network followers retweets/shares linkbacks</th>
<th>Endorsements by journalists or influences Expressed opinions of support Social network fans Likes</th>
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<tbody>
<tr>
<td></td>
<td>Number of articles Video views Frequency Share of Voice</td>
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<tr>
<th>Target Audience Effect</th>
<th>Unaided awareness Aided awareness</th>
<th>Knowledge about area Knowledge about creative spaces/busineses on the Avenue Knowledge of living spaces on the Ave. Knowledge of events</th>
<th>Relevance of issue to stakeholder Visitors to websites Click through to site Time spent on Site Downloads from site Calls Event/meeting attendance</th>
<th>Attitude Change Endorsement Links to Site</th>
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<th>Action advocates, Letters of Support, Donations, Cost savings</th>
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