Objective 1: Celebrate 40 years of investing in affordable housing to establish Dwelling Place as an industry leader.

Ongoing:
- Coffee Table Book (Spring 2021)
  - Internal Writing team established (August 2020)

Completed:
- Design and Secure a 40th Birthday Billboard campaign (December 2020-January 2021)
- Host contests to engage residents and nearby neighbors
  - Naming Roosevelt Senior Exercise Park (completed, sign being created and installed August/September 2020)
- Promotional materials highlighting 40 years (New logo, shirts, pens etc)
- All team members received new Dwelling Place 40th anniversary Swag, bags and T-Shirts the Dwelling Place Community Report (August 2020-ongoing)
- Host contests to engage residents and nearby neighbors
  - Naming Plaza Roosevelt Buildings (September 2020)

Outcomes:
- In 2020 we hosted two community contests to select the names of a park space in Muskegon Heights Michigan and the two new apartment communities in the Roosevelt Park neighborhood.
  - In Muskegon Heights residents selected the name “A Little Slice of Heaven Park” and commissioned the creation of a sign for the park space. We received 11 name suggestions from both within the apartment community and the surrounding neighborhood.
  - In Roosevelt Park Neighborhood residents selected the names “Suroeste Brillante” located at 347 Franklin Street and “Avenida Brillante” located at 652 Grandville Avenue. In total we received 12 name suggestions for the two new affordable housing communities.
- In October 2020 art kits were distributed to over 70 Dwelling Place families with supplies and an invitation to participate in the Kid Art Competition. In December, 14 people voted on the 5 submissions and selected 1 piece as their top choice.
- In December and January to celebrate Dwelling Place’s 40th Celebration, 4 Digital Billboards were located along major highways leading into Grand Rapids, Holland and Muskegon.
Objective 2: Increase brand visibility to grow new audiences.

**Ongoing:**
- Grow Instagram/Facebook by 5%
  - Instagram - December 2019: 1065  December 2020: 1225  Growth= 15%
  - Facebook - December 2019: 2541  December 2020: 2836  Growth= 11.6%
- Improve Website Google Analytics
  - July 2020 highest recorded website traffic since new website was launched (18,161 views from 4,546 unique visitors)
  - November highest recorded website traffic since new website was launched (November 12,926 views from 9,374 unique visitors)
- Grow relationships with local media outlets
- Identify target organizations for guest speaking opportunities (churches, community groups, institutions, and businesses)
  - Speaker opportunities included but were not limited to: GR Lions Club/GR Breakfast Club, GVSU Grand Forum (1) DGRA Alliances (1) DDA (1) Heartside Business Association (1) and United Way outreach (3) to local businesses which included Steelcase, City of Grand Rapids, General Donors.
- Produce and distribute select printed materials in Spanish Language
  - Materials for Brillante Apartments naming contest and application process were distributed in Spanish and English language
- Meet industry standards for open rate & click rate for Dwelling Place Newsletter
  - Subscribers - December 2019: 2429  December 2020: 3052 (increase of 25%)
  - Open Rate Yearly Average - 2019: 19.03%  December 2020: 18.06%  (Decrease of .5%)

**Outcomes:** Dwelling Place invested in creating unique web content including:
- Community Land Trust (1,058 Views)
- Harrison & Pine Grand Opening (666 Views)
- Brillante Apartments application process (7,909 Views)
- Heartside Historic Walking Tours (183 Total Views)
- Covid Response Page (1,244 Views)
  - 147 of donations through Amazon Wishlist
- “At Home in a Time of Quarantine” (780 Views)
  - The Curator of the Grand Rapids Art Museum shared the following social media comment “Congratulations, What a great Ambitious idea and the digital content is really interesting” Facebook, October 2020.

Objective 3: Enhance brand to maintain existing audiences.

**Ongoing:**
- Yearly Corporate Brochure Insert
  - Segmenting the Dwelling Place mailing list (October 2020)
- Instagram/Facebook: Increase post engagement
  - Facebook: Dec 2019: 38 engagements/post  Dec 2020:17 engagements/post
- Provide timely stories and content on monthly e-newsletter and social media
  - In 2020 monthly newsletters were published the fourth Tuesday of the month
2-3 key pieces of content shared monthly

“Wow - what a newsletter again. I am impressed and kind of with awe reading all the stories, ideas, offers. Dwelling Place - a place where people can dwell. This newsletter is very supportive.” - Carola Deemter, Dwelling Place Resident

- Example: Announcing the CLT

- Include monthly blog content and news on Dwelling Place Website
  - Monthly newsletters have been going out on the 4th week of the month.
- Five new significant “features” added to the website, CLT Website, Brillante Apartments, Harrison Park / Pine Avenue Grand Opening, Covid 19 Response, Heartside Historic Tours, “Home In a Time of Quarantine” art showcase

**Outcomes:** Unique web content encourages social media sharing. Each post expands brand awareness by reaching new audiences and directing new visitors to the Dwelling Place website. In 2020, 6,403 visitors came directly from Facebook to our website and 18 directly from Instagram to our website. Two examples include:

- Brillante Apartments was shared on Facebook 774 times
- Regional CLT Website was shared on Facebook 40 times

In addition, articles written by and about Dwelling Place and published on the Rapidian help us tell robust stories about our work and outcomes. In 2020 we published 7 Rapidian Articles generating 349 likes, shares, or comments on Facebook. One article featured a story about the Mental Health Training that Dwelling Place hosted on November 3rd which got over 90 interactions on Facebook.

Content shared by other organizations also directs new audiences to our website.

Examples include: 1,738 visitors from DGRI website
665 visitors from Grand Rapids Housing Commission website
45 visitors from Kent County Relief Fund website

**Objective 4: Improve internal brand awareness to strengthen staff engagement.**

**Completed:**

- Dwelling Place branded swag (Distributed Spring 2020)

**Ongoing:**

- Establishing a Dwelling Place Archive (Fall 2020 - Winter 2021)
  - Materials were reformatted and digitized October 2020
  - Materials were sorted (September 2020)
  - Going to be scanned and uploaded (Winter 2021)
- Quarterly Internal Newsletter
  - Replaced with weekly calls starting in April 2020
  - Added First Friday Deep Dives (started in September 2020)

**Outcomes:** December First Friday call hosted a deep dive into the founding of the Dwelling Place featuring original board members, staff and community supporters. Staff comments included:
“(I) love what is being presented today, that is truly awesome. I would have never guess this company was rooted from God. I am now inspired knowing God’s hands were involved in the building of Dwelling Place, Amen” - Jason Turgeon, Maintenance Tech at Roosevelt Apartments

“Agreed! Thank you all for your experiences, joys and memories of Dwelling Place. Learned much and greatly encouraged.” - Julia Ervin, Resident Leadership Coordinator, AmeriCorps VISTA

**Fundraising Objective 1: Increase Individual Giving**

**Ongoing:**

- 10% increase in giving from current donors
  - Individual Donors (who have previously given):
    - December 2019: 49 donors ($32,475)
      - Median Gift Size: $400
    - December 2020: 48 donors ($28,450)
      - Median Gift Size: $300
    - 2.1% decrease in the number of individual donors and 12.4% decrease in total donation amount from 2019 to 2020
  - Increase of 25 new individual donors
    - 37 new individual donors with donations totalling $7,905.
    - Median Gift Size: $200
    - Additional giving through new donors who contributed to our Amazon Wishlist.

**Outcomes:** In 2020, we increased the number of individual donors and individual donations, but decreased the total amount of those donations.
  - We did not meet our goal of a 10% increase in giving from current donors.
  - We exceeded our goal of bringing in 25 new individual donors. Of 84 unique individual donors, 37 were new donors—a 68% increase compared to new donors in 2019.

**Fundraising Objective 2: Increase sponsorship for Dwelling Place 40th Anniversary**

- Goal: $125,000 in sponsorships, 7 new event sponsors
- No event sponsorship in 2020

**Outcomes:** Due to the worldwide pandemic no fundraising event was held in 2020, resulting in no event revenue was recorded.
  - Did not meet the goal of a $125,000 in sponsorships, 7 new event sponsors
**Fundraising Objective 3: Increase funding for operating support, program or capital projects.**

**Ongoing:**
- Program & Operating Funding
  - Identify a minimum of 2 new donor opportunities
  - Minimum of $37,000 (does not include Neighborworks Funds)
  - 2020: $48,453 in Program Grants (this includes grants administered through NeighborWorks but not grants provided by NeighborWorks)

- Capital Funding
  - Goal- minimum of 5 capital contributions giving a minimum of $550,000
  - 2020 - 6 donors who have contributed $900,000 meeting and exceeding the goal (Includes $50,000 grant from Republic Services for a playground and garden at New Hope Homes)

**Outcomes:** In 2020, we exceeded our goal for fundraising for operating support, program and capital projects.
  - Met our goal of a 2 new donor opportunities
    - Examples: Mindful Money, COVID Support Donations, Adopting the National Financial Capability Standards
  - Approximately $48,453 in Program Grants -not including NeighborWorks funds

**Fundraising Objective 4: Increase donations from businesses to support programs & special events**

**Ongoing:**
- A minimum of 25 new businesses will be approached to support programming and special events. (In 2019 there were 12 business donors)
  - In 2020 there were a total of 10 businesses, 6 of which had donated previously.

**Outcomes:**
- In 2020, we met our goal of approaching a minimum of 25 new businesses to support programming and special events.
  - 4 new business gave to Dwelling Place in 2020
  - 5 new businesses participated in Welcome Home Basket Drives
  - Over 75 organizations were invited to CLT information sessions

Expanded our reach to new organizations to fund and participate in new programming. (CLT, Mailing List, Welcome Baskets)
<table>
<thead>
<tr>
<th>Months</th>
<th>Unique Events (virtual)</th>
<th>Additional Media</th>
<th>Mailed Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>January - March</td>
<td>Lunch &amp; Learn - Heartside CLT (completed)</td>
<td></td>
<td>Dwelling Place Birthday Card (completed)</td>
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<tr>
<td>April - June</td>
<td>Pine &amp; Harrison - Virtual Grand Opening feature on Dwelling Place Website (Completed)</td>
<td>Special Edition Newsletter - Announcement of New Community Land Trust Initiative (Completed)</td>
<td>Letters to Donors  (Early June)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Staff Recognition - 40th shirts</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Personalized Letter from Officers (Completed)</td>
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<tr>
<td>July - September</td>
<td>Hops and Housing - Gardening (August) (COVID Postponed)</td>
<td>Billboards (September-December) (completed) Special Edition Newsletter (Not completed) Plaza Roosevelt Project overview (September)</td>
<td>Community Report 2019 (Completed)</td>
</tr>
<tr>
<td>October - December</td>
<td>Hops and Housing - Advocacy in Support of Affordable Housing (October) (COVID Postponed)</td>
<td>Share Stories from the 40th Anniversary Book (Not completed) 40th Anniversary Video for release in early 2021 (beginning to work on 2021)</td>
<td>Year End Appeal (Completed) 40th Anniversary Book (ongoing 2021)</td>
</tr>
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## Supporting Donation Charts

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
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<tbody>
<tr>
<td></td>
<td>Donors</td>
<td>Dollars</td>
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<tr>
<td>Total Individual Donors</td>
<td>74</td>
<td>$56,441</td>
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<tr>
<td>First time/New individual donors</td>
<td>22</td>
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<td>Individual donors who gave the year before</td>
<td>49</td>
<td>$32,475</td>
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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>Donors</td>
<td>Dollars</td>
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<tr>
<td>Total Capital Contributions</td>
<td>9</td>
<td>$556,800</td>
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<tr>
<td>Total Program Contributions</td>
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<td>$49,480</td>
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<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>YTD 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Donors</td>
<td>Dollars</td>
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<tr>
<td>Total business donors</td>
<td>9</td>
<td>$26,225</td>
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<tr>
<td>Total businesses who also donated prior to this year</td>
<td>3</td>
<td>$2,500</td>
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<tr>
<td>Total special event donations</td>
<td>70</td>
<td>$103,389</td>
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