



GREEN PARTY OF CANADA (GPOC)

Development Program Review and Expansion Strategies and Interim Program Management

The Green Party of Canada (French: *Parti vert du Canada*) is a federal political party in Canada



that was founded in 1983 focused on green politics. Green politics, or ecopolitics, is a political ideology that aims to foster an ecologically sustainable society rooted in environmentalism, nonviolence, social justice, and grassroots democracy. It began taking shape in the western world in the 1970s; since then, 149 Green parties have developed and established themselves in 99 countries around the globe and have achieved significant electoral success.

The political term green was used initially in relation to *die Grünen* (German for "the Greens"), a green party formed in the late 1970s. The term political ecology is sometimes used in academic circles, but it has come to represent an interdisciplinary field of study as the academic discipline offers wide-ranging studies integrating ecological social sciences with political economy in topics such as degradation and marginalization, environmental conflict, conservation and control and environmental identities and social movements.

Supporters of green politics share many ideas with the conservation, environmental, feminist and peace movements. In addition to democracy and ecological issues, green politics is concerned with civil liberties, social justice, nonviolence, sometimes variants of localism and tends to support social progressivism. Green party platforms are largely considered left in the political spectrum.

Building on our client relationship with the Green Party of the U.S., S. Sutton & Associates Inc. worked with the Green Party of Canada (GPC) to conduct a development program review and develop a subsequent plan to expand strategies, move fundraising forward further and faster and position GPC for sustained strength into the future.

Associates conducted an audit and evaluation of the current fundraising culture, practices, and existing fundraising efforts such as direct mail, telemarketing, and policy issue campaigns. The audit included an evaluation of staffing, organizational structure, resource utilization, policies, procedures, fundraising initiatives, and organizational integration, with the goal of maximizing the return on investment of human and financial resources to improve fundraising performance.

The Innovation Team captured this information in a formal Strengths, Weaknesses, Opportunities, Threats, (SWOT) Analysis and corresponding written report that summarized findings and offered strategies to improve the existing development program, and implement new practices, while ensuring alignment with existing fundraising approaches/strategies.



Specifically, the Innovation Team conducted a review of the following:

- **Advancement Services:** Using a business process review model, The Innovation Team worked with GPC to identify opportunities for operational improvements in advancement operations and guided them through a strategy to implement and integrate these functions.
- **Data Analytics:** The Innovation Team helped the party achieve higher, more sustainable fundraising through evidence-based decisions to achieve the desired performance, return on investment, and fundraising goals, with a focus on: driving growth, gift optimization and acceleration, improving conversion rates, participation and engagement, unassigned prospect discovery, individual gift officer portfolio evaluation and realignment, gift officer metrics management, and gift officer metrics dashboards.
- **Direct Marketing and Annual Giving (Including Social Media):** Associates evaluated GPC's ability to attract new donors to make contributions in response to multi-channel appeals. Specific tasks included: Evaluation of organizational capacity to execute effective fundraising programs that increases donor engagement, attract new donors, and integrate with other fundraising and development activities. Additionally, Associates evaluated the organizational capacity of existing staffing models, segmentation, and return on investment; written materials such as scripts, brochures, appeal letters; and steps to ensure ongoing organizational sustainability and growth. Within this context the Innovation Team focused on:
 - **Program Review, Upgrade and Pipeline-Building:** Program review, staffing and revenue and expense analysis along with data analytics and segmentation are key to developing strategies to acquire new annual donors, steward and retain current donors, and upgrade donors to higher levels of giving. Program reviews included comprehensive review of materials, annual giving data, and in-depth analysis of specific program area such as: leadership and mid-level programs, volunteer engagement, direct marketing (mail, phone programs and online giving), social media strategy, recognition/stewardship of annual donors; and integration of annual giving with the entire development operation.
- **Donor and Constituent Engagement:** Associates provided concrete marketing and communications solutions designed to drive stakeholder engagement, enhance the party, and increase development prospects and returns. Specific tasks included review of existing communications efforts including channels, activities, messaging, and audience segmentation, as well as staffing and resources; established goals and corresponding messaging against fundraising results; and the review and evaluation of brand and organizational identity via written and digital materials.

- **Fundraising Campaigns and Strategic Planning:** An evaluation of GPC's past fundraising campaigns and their ability to execute successful fundraising campaigns going forward, including strategic planning, and campaign readiness.
- **Risk Management and Fundraising Governance:** Innovation Team members evaluated the risks associated with various fundraising approaches, trained staff on effective processes, and develop tools to ensure GPC retains a strong reputation. Specific tasks included an audit and evaluation of risks affiliated with current fundraising approaches; training staff regarding effective processes to build external trust; and coaching leadership regarding risks and risk management specific to the Canadian election laws.
- **External Development Audit and Evaluation:** An external audit of the competitive landscape related to political party fundraising internationally was conducted. Research identified best practices and case studies, emphasizing multi-channel, digital technology, and innovation to maximize reach and fundraising capacity/results; best practices and case studies were consolidated into a report that included recommendations from the Innovation Team.
- **Fundraising Strategy Development:** Using information gathered from the previous phases, and feedback from staff and leadership, Innovation Team members drafted a comprehensive two-year fundraising plan that aligns with the current organizational strategic plan and focused on enhanced philanthropic revenue.

Interim Program Management

As an adjunct to the aforementioned S. Sutton & Associates Inc. imbedded a Senior Associate to help facilitate the implementation of the Two-Year Comprehensive Fundraising Plan.

