



## **Westshore Community Foundation Strategic Plan**

### **Executive Summary 2018-2019**

Westshore Community Foundation was created in 1998 and is an enduring charitable organization created to build a permanent capital fund, which supports registered charities and individuals throughout the west shore of Lake Winnipeg.

Our Foundation is aligned with more than 191 community foundations across Canada that forms the Community Foundations of Canada. We are part of the Canadian movement to support community vitality.

We believe in belonging, reconciliation and inclusiveness. We want to see the community succeed. Through generous donors and willing volunteers working together, we are “Building a Lasting Legacy” to build better communities in which we all live.

Westshore Community Foundation has over \$2 million in assets. Since 1998, our Foundation has provided over \$600,000 in grants and \$125,000 in scholarships to organizations and students throughout the west shore of Lake Winnipeg.

### **Our Vision**

To build a permanent fund to support not-for-profit groups in the areas of: The Environment, Heritage & Culture, Sport & Recreation, Community Services and Health & Education.

To build a permanent scholarship and bursary fund to assist students from the Foundation’s district in obtaining post secondary education in situations where the student is required to relocate from their home community in order to pursue those studies.

### **Our Mission**

By identifying and understanding our community’s needs, creating and maintaining partnerships that support effective solutions, and engaging and stewarding caring investors who fund our endowments and our grants, we are growing our entire community.

## Our Values

**Commitment** – We give our time and energy to support the growth of our community foundation and, in turn, our entire community.

**Thoughtfulness** – We place effort into understanding our community’s needs before making decisions and taking action.

**Support** – We provide assistance to the local charities and organizations that are helping our community grow.

**Integrity** – We follow a code of especially moral values, of honesty, and of accountability.

**Courage** – We persevere, in the face of challenges, as we undertake our work as a community foundation.

**Inclusiveness** – We invite participation by all members of our community, and actively seek their input and perspective in helping us achieve our goals.

## Strategic Direction

To address our current challenges, and to continue to build on our vision of “Building a Lasting Legacy”, we have developed the following Strategic Plan.

## Board Development

### A. Goal

- To have an inclusive, diverse board made up of local knowledge and talents.

### Action Plan and Time Frame

- Review Strategic Plan annually.
- Establish a nominating committee of 3 people, one of which must be a board member of the WCF.
  - This committee will ensure the board is balanced and is inclusive in its makeup. This will be done in January of each year with appointees starting in February of each year.
- Train new members: Annually have a special meeting with new board members to ensure they are knowledgeable about their roles and responsibilities on the Westshore Community Foundation Board. This meeting can be combined with a strategic planning session if required.

## Finance Committee

**A. Goal** - To create an Operational Plan

**Action Plan & Time Frame**

- The Finance Committee will analyse and review our current and future administrative requirements including but not necessarily limited to the areas of: office supervision, current office facilities and future requirements, admin funding requirements and the source of those funds.
  - This project will commence immediately in February, 2018 with the goal of having an interim report ready for Board review & approval no later than June 2018, and a full action plan in place and substantially acted upon by December 2018.

**B. Goal** - To create an Analysis of Donations

**Action Plan & Time Frame:**

- The Finance Committee will gather up and analyze information on the donations made to Westshore over the years looking at numbers, amounts, sources, growth rates etc. The hope is to better understand our growth, which will hopefully enable us to inform and focus our future donation raising efforts more effectively. This Analysis is to be presented to the Board by June /18.

**C. Goal** - To create a Code of Conduct and Conflict of Interest Policy

**Action Plan & Time Frame:**

- The Finance Committee will gather up requirements for such policies and write the proposed Policy. The Board Development Committee will be asked to review and suggest changes before presentation to the Board of Directors for it approval by December 2018.

**D. Goal** - To create a Donor Stewardship Plan in partnership with the Marketing Committee

**Action Plan & Time Frame**

- The Finance Committee would research and prepare an initial draft of a plan and then forward it to the Marketing Committee for review and input of additional content drawn from that Committee's marketing expertise. After both Committees have agreed on the recommended content the Plan will be

presented to the Board for approval. The aim will be to have the plan approved by December 2018 with its implementation in 2019.

**E. Goal** - To utilize the Dashboard program to assist the Board in evaluating and improving the efficiency of the Foundation.

**Action Plan & Time Frame**

- Review quarterly, the program results and make appropriate changes in order to achieve targeted results.
- The Finance Committee and Board of Directors will be responsible for this, with quarterly review dates in March, June, September and December.

## Granting Committee

**A. Goal** - To increase the annual grant applications by 10% over the previous year, by raising awareness of the Westshore Community Foundation and our granting process through community involvement, and interaction.

**Action Plan & Time Frame**

- Hold a community forum in early 2019, prior to our 2019 granting session, to explain the grant process and discuss who is eligible to apply. This forum would be for invited groups as well as being open to the public.
  - The presentation would include a process to ask the participants what they see as priorities in our communities, and how a grant may help them achieve their goals.
  - Discuss CRA rules and regulations regarding charitable organizations. Discuss how partnering with groups with charitable status may make them eligible for a grant.
  - This forum would introduce the granting process of the foundation to many groups that may not be aware of who we are, or how we conduct our business. It may encourage some groups to apply for grants that have never applied in the past.

This process would give the board of the Westshore Community Foundation a better feel for what is needed in our communities, and how we can help these groups with their projects.

**B. Goal** - To raise awareness of the Westshore Community Foundation and our granting process and identify community needs through an annual presentation to the members of the Gimli Chamber of Commerce.

**Action Plan & Time Frame**

- The Gimli Chamber of Commerce represents well over thirty Gimli and regionally based businesses. Many of these business leaders are actively involved or support various non-profit organizations within our catchment area and would have knowledge of the specific needs of those non-profit organizations.
- The presentation would include a community needs analysis component by utilizing the collective expertise of the members of the Chamber. This presentation would enhance regional awareness of Westshore Community Foundation, identify community needs and encourage grants from various nonprofits to address those community needs.

This presentation would be a platform to introduce regional business participation in our Endow Manitoba 24 Hour Giving Challenge through the “at the till donations” during the Challenge.

## Scholarship Committee

**A. Goal** - On an annual basis, provide scholarships to students who have graduated from the Gimli High School and the Riverton Collegiate Institute. These students must be pursuing post secondary education and have completed at least one year of studies at the education facility of their choice, high school, trade school and Red River Collegiate.

**Action Plan & Time Frame**

- Annually encourage and ensure that students from the Westshore catchment area, that fit the Westshore Community Foundation Scholarship’s criteria, are aware of our scholarships program.
- By March of 2018, contact the Principals from the Gimli High School and the Riverton Collegiate Institute to inform them of our recently developed scholarships for students in their graduating year. Three students from the Gimli High School and one from the Riverton Collegiate will be awarded each year.
- Place the Westshore Community Foundation Scholarship Guidelines and Application on the WCF website and in the local community newspapers as well as through word of mouth. This is to be completed twice, April 15<sup>th</sup> and May 15 of each year.

- The deadline dates to receive applications is July 15<sup>th</sup> of the current year.

These scholarships, for three graduating students from Gimli and one from Riverton, will be chosen by the teachers and presented at their graduation ceremony. Scholarship awards will be presented at our Donor Appreciation Night in October.

## Youth in Philanthropy

**A. Goal** - To involve young people in the process involved in granting money to worthwhile projects of non-profit organizations.

### Action Plan and Time Frame

- Meet with children who are home-schooled and brainstorm with them to identify non-profits in our area. Go with them on field trips to visit their top selections. Following the regular granting evaluation form, select either one or two projects to support. Post photos of selected projects on our website and Facebook page. Get local media involved when we present the cheques. Invite YIP participants and their families to our Donor Appreciation Night. Time frame is current granting cycle.

## Marketing Committee

**A. Goal** - Website Design Improvements

### Action Plan and Timeframe

- The Marketing Committee will review our current website and identify areas of improvement, in terms of “look”, content and functionality. This project will commence in September, 2018 with a view towards submitting a report with recommendations to the Board by the end of the calendar year. This will include the costs of contracting out the recommendations.

**B. Goal** - Golf Tournament

### Action Plan and Timeframe

- The Marketing Committee, along with our partner Lakeview Resort, will plan, organize and run the 2018 Lakeview Resort and Conference Center Annual Benefit Golf Tournament. Planning has already started and the event will take place August 27, 2018. Full debrief, reports, financial reconciliation to be complete by September 15, 2018. Goal is for a net revenue of \$15,000

### **C. Goal - Endow Manitoba 24 Hour Giving Challenge**

#### **Action Plan and Timeframe**

- The Marketing Committee will plan, organize and run the 2018 Endow Manitoba 24 Hour Giving Challenge. Endow Manitoba will advise us of the date – usually in November – and we will do all that is necessary to make this a successful event. A Change for this year will be an attempt to set up a second “giving location” in Riverton. We hope the Province of Manitoba will again join Endow Manitoba with a 20% stretch. Revenue goal this year will mirror 2017

### **D. Goal - Media Releases**

#### **Action Plan and Timeframe**

- The Marketing Committee will continue to be the sole point of contact for all media releases. This will include articles and advertisements. We will continue with the periodic “What’s New with Westshore” articles, scholarship and grant ads and any other media opportunities that may come up. Timeframe is periodic throughout the year

### **E. Goal: Annual Report**

#### **Action Plan and Timeframe**

- The Marketing Committee will continue to produce the Westshore Community Foundation Annual report. Target date for release will be late summer 2018.

## **Strategic Planning**

### **A. Goal - Reporting Process.**

#### **Action Plan and Timeframe**

- Quarterly review of the Strategic Planning goals with the Board.