



Westshore Community Foundation Strategic Plan

Executive Summary 2021

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 \$4.7 million in assets. Since 1998, our Foundation has provided over \$938,700 in grants and \$215,400 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.

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/Human Resource Committee

A. Goal: Succession Planning/Board Recruitment

Action Plan and Time Frame: Recruit and replace retired board members in a timely manner, ensuring a diverse board of trustees with various skills and attributes representing the community interests.

B. Goal: Update/Develop Board Member Orientation Package

Actions Plan and Time Frame: Review and updated the materials provided to new board members and ensure that all information is up to date and ensure board members are provided current information and training opportunities as they are introduced to the Foundation.

C. Goal: Update/Develop WCFI Policy & Procedures

Action Plan and Time Frame: Review all policies and procedures with a goal to maintain and update all policies in the governing bylaws as deemed necessary, (* specific bylaws to be reviewed in 2021 TBD). Ensure all board members have signed the code of conduct, conflict of interest and privacy of personal information policies and are made aware of any changes made to the bylaws.

D. Goal: Provide support to Administration staff/Develop volunteer recruitment strategy

Action Plan and Time Frame: Provide training and support for office administration staff, develop Job Description for the office manager position. Monitor staff needs and meet with staff twice annually for performance planning and review. Develop volunteer work assignments as needed.

Finance Committee

A. Goal: To maintain and improve the financial supervision of the foundation's investment and operational assets:

This responsibility is outlined primarily by the Foundation's Asset Governance Plan, Investment Policy and Distribution Policy. The activities and fulfillment of these duties is detailed in the "Annual Financial Committee Report to the Board of Directors" and in electronic and oral presentations to the Board of the "Dashboard" which serves as a scoreboard and tracker of the Board's financial, governance and community outreach activities. The recent accounting changes made to bring us into sync with our managed accounts at the Winnipeg Foundation will necessitate an amendment to our Distribution Policy in 2021. We will present an amended Distribution Policy for Board approval by April 1, 2021.

B. Goal: To grow the operational capacity of the foundation to meet current needs and to facilitate future growth:

Specifically To:

1. Ensure that available administration funding grants/monies are obtained, particularly the Administrative Services Grant and the Threshold Grant.
2. Encourage and monitor the growth of endowment funding for the Foundation's operational requirements, in particular the Administration Endowment Fund and the Affiliate Fund at the Winnipeg Foundation.
3. Grow the Foundation's asset base and thereby its operational capacity by soliciting and facilitating the establishment of endowment funds. In 2021, our target is 4 new endowments with associated new funds totalling \$200,000.
4. Incrementally work with other Board Committees toward a Donor Management System for the Foundation. The office manager currently maintains a record on a spreadsheet of all donor and granting activities collecting the information deemed appropriate to prepare an annual report tentatively entitled "Analysis of Donations And Granting". In 2020, plans to obtain the necessary expertise to use this data to prepare a user-friendly report for the Board has been frustrated by COVID 19 restrictions. Efforts to put this in place will continue after COVID 19 restrictions are relaxed.

C. Goal: With the Human Resources and Board Development Committee, plan and actualize continuity in our role of financial supervision of the foundation assets. :
Specifically To:

1. Continue to implement the transition to a new Treasurer begun in 2020 with this expected to be completed by April 1, 2021.
2. Plan for the continuity of many of the Financial Committee functions by the continued implementation of the accounting and timing changes initiated in 2020 to enable a substantial reduction in the Treasurer's year end work relative to statement preparation, earnings and administration fee allocation, granting calculations etc. It is expected that this will be an ongoing process throughout the year of adjustment as experience is gained and small challenges handled.

Granting Committee

A. Goal: To recruit 2 new committee members. One to replace a board member resigning, and another to help with the increased workload with additional granting opportunities that have become the new normal for the Westshore Community Foundation.

Action: To speak to the board to see if anyone is willing to join our committee. If we cannot get 2 board members then we must look to recruiting a volunteer to assist with the increased workload.

Time Frame: January 2021 - March 2021

Budget: \$0

B. Goal: To work with the municipalities in our catchment area to develop an approval form for them to authorize Westshore Community Foundation to use their tax numbers for organizations that do not have charitable status.

Action: To contact the RM of Gimli CAO to work on this form to the satisfaction of both parties, and then share this form with the remaining municipalities in our catchment area. Make every effort to have this in place for the 2012 grant cycle.

Time Frame: January 2021-April 2021

Budget: \$0

C. Goal: Ensure that all eligible organization are aware of Westshore Community Foundation's granting cycle.

Action: Look into utilizing the Chamber of Commerce and RM of Gimli websites with a link to our website. To look into utilizing the RM of Gimli and Noventis reader boards for advertising our granting cycle. To send a mail out to all past grant recipients to inform them of the new dates and guidelines for applying for a grant.

Time Frame: February 2021- March 2021

Budget: \$150.00

D. Goal: To assess the grant application process by polling 2 organization regarding the application process to see if there is anything we should be doing to make the process better.

Action: The committee will randomly pick 2 organizations to find out their thoughts about the application process and see if they have any ideas to make the process smoother.

Time Frame: April 2021- April 2021

Budget: \$0

E. Goal: To design and select a certificate template for grant recipients.

Action: This certificate will be given to grant recipients, to help recognize the Westshore Community Foundation, in addition to other means of recognition.

This will give a consistent form of recognition to the recipients.

Time Frame: April 2021 Completion: April 2021

Budget: \$100

Scholarship Committee

A. Goal: On an annual basis, provide \$500 scholarships to three students graduating from Gimli High School and one student graduating from Riverton Collegiate.

- By March of 2021 contact principals from Gimli High School and Riverton Collegiate regarding scholarships
- These scholarships will be chosen by the teachers and presented at their graduation ceremony
- Scholarship awards (cheque) will be presented at Westshore Community Foundation Donor Appreciation Night October 1, 2021.
- Gimli High School also involved in selecting recipients of Larry and Helen Kristjanson Scholarship and Tim and Delphine Arnason scholarship

B. Goal: On an annual basis, provide scholarships to students who have graduated from Gimli High School or Riverton Collegiate, are pursuing secondary education and have completed at least one year of studies.

- Scholarship Guidelines and Application form on Westshore Community Foundation website
- Ads placed in community newspapers in April and May
- Deadline for receiving applications is July 15, 2021
- Scholarship Committee meets approximately 1 week after deadline to review applications and select scholarship recipients

C. Goal: On an annual basis, encourage Mature Students to apply

- Mature Student Guidelines and Application form on Westshore Community Foundation website
- Ads placed in community newspapers in April and May
- Deadline for receiving applications is July 15, 2021 Scholarship Committee meets approximately 1 week after deadline to review applications and select scholarship recipients

D. Goal: On an annual basis, organize Donor Appreciation and Awards Night held the first Friday of October at the Lakeview Resort
Budget: No separate budget at this time

Marketing Committee

A. Goal: Website Design Improvements

1. Finalize Website Transition – Update content
2. Review fillable form options for website

Action Plan and Time Frame: Finalize website content transition. Review options for fillable forms to simplify application processes. Review options to embed forms and provide flexibility in applications. Website review completed by Q1. Form review to be completed in Q1.

B. Goal: Golf Tournament **(to be reviewed)**

Action Plan and Time Frame: The Marketing Committee, along with our partner Lakeview Resort, will plan, organize and run the 2021 Lakeview Resort and Conference Center Annual Benefit Golf Tournament. The event will take place August 23, 2021. Full debrief, reports, financial reconciliation to be complete by September, 2021. Goal is for a net revenue of \$18,000.

C. Goal: Endow Manitoba Giving Challenge **(to be reviewed)**

Action Plan and Time Frame: The challenge team (led by Dave Douglas) will plan, organize and run the 2021 Endow Manitoba 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. Marketing will support this event in terms of promotion, social media, and advertising; as directed by the event chair. The Province of Manitoba will again join Endow Manitoba with a 20% stretch. Revenue goal this year will be similar to past years at around \$15,000.

D. Goal: Media Releases/Social Media

Action Plan and Time Frame: The Marketing Committee will be the sole point of contact for all media releases. This will include articles and advertisements. We will continue with semiannual President articles, advertising as indicated and other media opportunities.

Social media posts will continue, with a focus on Facebook posts at least monthly and more when events are occurring.

E. Goal: Annual Report

Action Plan and Time Frame: 1.Review and attain quotes for potential new graphic designer. 2. Produce the Westshore Community Foundation Annual report with a target date for release in the spring of 2021

F. Goal: Populate and maintain an event calendar/Advertising plan for the year

Action Plan and Time Frame: This will create a clear picture of all the events Westshore participates in throughout the year and allow us to plan accordingly. Furthermore, it will ensure that advertising is planned and developed well in advance.

G. Goal: Community Engagement **(to be reviewed)**

Presentations and engagement within communities we operate within.

Action Plan and Time Frame: Work with President and board to ensure that marketing material and presentations are prepared for community engagements. Attend events to support the organization.

Strategic Planning Committee

A. Goal: To utilize the strategic plan to assist the Board in evaluating and improving the efficiency of the Foundation.

Action Plan & Time Frame: Review quarterly, the results and make appropriate changes in order to achieve targeted results.

Responsibility: Strategic Planning Committee and the Board of Directors.

Time Frame: March, June, September & December.

Budget: Nil