



**2018 – 2021**  
**Strategic Plan**



**Selkirk + District**  
COMMUNITY FOUNDATION

*HERE FOR GOOD*

## Introduction

**Our Vision:** The Selkirk & District Community Foundation strives to make our communities of the City of Selkirk, the R.M. of St Andrews and R.M. of St Clements a vital place to live, work and play, for all. This vision ensures that the SDCF is “*Here for Good*”.

**Our Mission:** The Selkirk and District Community Foundation

- *creates* different ways for people to give back to their community,
- *connects* donors with community wishes and dreams and
- provides *grants* that touch a lot of people.

The Selkirk & District Community Foundation, in its 23<sup>rd</sup> year, has \$10.4 million in assets as of June 30, 2018 and over those years has donated over \$2.1 Million in grants to more than 125 charities, non-profit and community organizations that benefits citizens living in the City of Selkirk, the R.M. of St. Clements and the R.M. of St. Andrews in Manitoba.

## Core Values

The Foundation of today, as in the past, is value driven. Our core values are integrity, collaboration, empowerment, caring and passion. With those values in mind the SDCF strives to be;

- Invested in the community,
- Trusted - charitable leader,
- Always improving.

## Guiding Principles

SDCF continues to be guided by core principles and through the planning process those key pillars are reviewed and reaffirmed. The Strategic Plans of the past, like this one, is designed to have a positive impact on our region's charitable organizations and non-profit volunteer sector. The Foundation operates on these five core deliverables;

- Communicating - increase community awareness & communications
- Building Endowments - fund development & endowment building
- Granting - local grant making
- Leading - community leadership
- Operating – in a fiscally smart & caring way

A secondary deliverable called “On the Horizon” reminds the Foundation of future concepts – all next steps to being “Here for Good”.

# Present & Future

During the Foundation's June 2018 planning meeting the SDCF team reflected on four areas, which were;

## **What do we do well?**

- Donors trust us
- Policy driven and so are well run
- Diverse board with good recruitment practices
- Grown from \$6 M to \$10.1 M in a few years
- Good reputation
- Strong community engagement

## **Where is there room for improvement?**

- Grow the Administration Endowment Fund
- Be even more diversified across all our operations
- Increase communications efforts
- Target demographics with wealth
- Grow within Planned giving/Estates/Wills/
- Grow payroll deductions

## **How did we get here?** What main factors have led us to our current state?

- High profile driven by strong communications
- Excellent Fund Management
- Strong founding vision that we keep investing in
- Staff development
- Hosting special events (i.e. 24-Hour Giving)
- Donors cross many sectors and size of donations range

## **Where are we headed?** If we stay on our current path where will we be in 10 years?

- \$25 million by 2025/2028
- Have a succession plan in place
- Larger Administration Endowment Fund
- We are the "go to" resource for our regional and municipal leaders
- Engage more diversity in the community (i.e. Youth, Indigenous groups)
- More diversity on the Board of Directors, in granting, in fund creation

## COMMUNICATING – Increasing Community Awareness & Communications

### Key Committee:

Communication Committee

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**Primary Goal:** *SDCF will develop an advanced, mature, long-term communications plan.*

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**1<sup>st</sup> Goal:** Develop new communications and marketing plan that align strongly with Vital Signs and our key areas of improvement.

**2<sup>nd</sup> Goal:** Actively seek and make one-on-one presentations, to new audiences and long-time partners that align with Vital Signs.

**We create.**



## Recognizing the past

Target Years	Goal	Result
2014 - 2017	<b>SDCF will strive to increase endowment funds to \$10 M within 3 years, ending June 30, 2017</b>	<i>The Foundation was very close to reaching this goal but did fell a little short at year-end of June 30, 2017 (\$9.8M) although it is anticipated the value will be \$10.4M as of June 30, 2018.</i>
2012 – 2015	<b>SDCF will strive to increase the endowment funds to \$7 M within 3 years ending, December 31, 2015.</b>	<i>It is because of the Foundation’s generous and dedicated donors that this goal was met and surpassed, as of December 31, 2015 the Foundation’s endowment monies were at \$8,063,728.</i>
2010 – 2012	<b>SDCF will strive to increase the endowment funds so the total assets reach \$5 Million in 5 years. This will be described as the Foundation’s “Drive for Five” with the completion of the goal by June 30, 2015</b>	<i>Remarkably and largely due to one significant gift the 2010 - 2012 goal was achieved four years prior to projected timeline.</i>
2007 – 2009	<b>SDCF will increase their endowment fund by \$1 Million dollars by June 30, 2009.</b>	<i>The Foundation’s first Fund Development Goal went very well reaching \$896,000 - a great accomplishment considering the market in 2008.</i>

**“This is a long-term processes,” Arklie said. “It won’t solve our challenges overnight, but in 10 to 15 years it will start to show”.**

*Hugh Arklie, Thomas Sill Foundation - Executive Director (July 10, 1995 – The Selkirk Journal)*



## GRANTING – Local Grant Making

### Key Committee:

Grant Committee

### Support Team:

Fund Development Committee

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**Primary Goal:** *The Foundation will endeavour to interlink the Community Grant program’s decision making with the 2018 Vital Signs – Mind the Gap sectors while continuing to fulfill the Foundation’s Spending Policy.*

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- 1<sup>st</sup> Goal:** SDCF team to actively reach out and invite qualifying organizations, which align with Vital Signs sectors, encouraging them to investigate and consider submitting a grant application as projects and programs are developing.
- 2<sup>nd</sup> Goal:** SDCF Grant Committee research, plan and based on results make recommendation to develop bridge funding criteria.
- 3<sup>rd</sup> Goal:** SDCF Grant Committee research, plan and based on results make a recommendation to budget granting dollars to support an incentive/matching fund program.
- 4<sup>th</sup> Goal:** Formalize Vital Signs sectors into the grant assessment process.

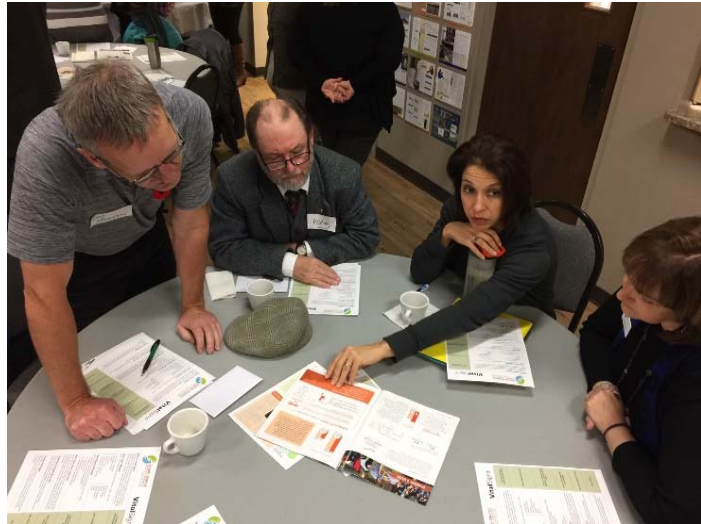


## LEADING – Community Leadership

### Key Committee:

All Board of Directors & Staff

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**Primary Goal:** *When a community development project is positive and possible, the Foundation will take a leadership role in encouraging and nurturing partners to come together for the betterment of our region.*

**1<sup>st</sup> Goal:** Lead a Vital Signs conversation with focus group in the next 18 months.

**2<sup>nd</sup> Goal:** Continue to support our current events and only add an event that aligns with the priority goals

- Citizen of the Year
- 24- Hour Giving Day
- Bob Jefferson Memorial Golf Tournament
- Grant Reception & Awards Night

# We connect.

## OPERATING – IN A SMART & CARING WAY

### Key Committee:

Executive Team

### Support Team:

Policy Review & Development  
Committee

Human Resources Committee



**Primary Goal:** *The Foundation will commit to planning strategically to ensure the Foundation operates in a fiscally smart & caring way.*

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**1<sup>st</sup> Goal:** Develop a staff succession plan.

**2<sup>nd</sup> Goal:** Proactively grow the administration endowment fund, while continuing to drive donations towards the support of Community Fund.

**3<sup>rd</sup> Goal:** Diversify at every level including the board, staff, granting and funds.

**4<sup>th</sup> Goal:** Be the “go to place” for regional and community leaders to come to.

**We are Here for Good.**

## ON THE HORIZON

### Key Committee:

Executive Committee

### Support Team:

All Board Members, Staff & Vital Signs Committee

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### 1. Vital Signs

Fulfill the “3 THINGS SDCF will do to make a difference”

- Lead a Vital Signs C conversation of focus group in 18 months
- Analyze data to strengthen our own strategic and operating plans
- Update the Vital Signs report in four – five years

### 2. Human Resources & Staff Development:

Develop a Human Resource Policy that identifies provincial employment standards while implementing wage and salary scales that reflect the Community Foundations of Canada standards and values. The strength of the Human Resource Policy will support a future staff succession plan

### 3. Improve office operations to become more efficient and cost effective including acquiring granting software

Research, identify and possibly purchase a software program that will assist grant applicants make submissions electronically, while also assisting the Grant Committee and staff in the grant assessment process.

### 4. Financial, Donor Services Software:

Research, identify and possibly purchase a software program that will assist staff with financial record keeping, tracking of investment management and donor services communications.

# Foundation's "Here for Good" Planning...

## Recognizing the Past

It is important to remind ourselves of the stages of Planning that Boards of the past instrumentally and thoughtfully committed to. Below is a brief description how the Strategic Plan was developed most recently, followed by a table that displays past Plans with their development and adoption timelines.

2014 – 2017 - In June of 2014 the SDCF Board of Directors again utilized the facilitation skills of Community Foundations of Canada Regional Coordinator Kim Bater; to revisit and assist the Board of Directors in updating the Strategic Plan that was originally developed in the summer of 2007, revised in 2009 and 2011.

In 2014 the core principles remained the same and continued to be the guiding principles. Although, during this Strategic Plan's process it was determined that the 2014 - 2017 document should become two, a Strategic Plan with a separate but interlinking Operating Plan. Those plans also included two secondary principles which were; Smart & Caring Community and On the Horizon.

Target Years	Development Phase	Adopted Date
2018 – 2021	<b>June – September 2018</b>	
2014 - 2017	<b>June - September 2014</b>	<b>December 9, 2014</b>
2012 – 2015	<b>September 2011</b>	<b>May 8, 2012</b>
2010 – 2012	<b>September 2009</b>	<b>December 8, 2009</b>
2007 – 2009	<b>July 2007</b>	<b>October 9, 2007</b>