

# STRATEGIC PLAN



**Selkirk+District**  
COMMUNITY FOUNDATION  
*HERE FOR GOOD*



GROWTH  
DEVELOPMENT  
MATURITY

2022-2027



## LAND ACKNOWLEDGEMENT

The Selkirk & District Community Foundation supports and serves on Treaty One Land and the home of the Anishinaabeg, Cree, OjiCree, Dakota, Dene and Metis peoples. We acknowledge that our Indigenous peoples are the stewards and guardians of this land. As a community and workplace that embraces the values of diversity and inclusion, we honour and celebrate our Indigenous nations, their traditional knowledge and their contributions to all our communities. We acknowledge the harms of our shared history on Indigenous people, and that we pursue a path forward that is inclusive and supportive of reconciliation within all our communities.

# Introduction

The Selkirk & District Community Foundation creates different ways for people to give back to their community, by connecting donors with community wishes and dreams that in turn, provides grants that touch a lot of people. This mission supports the Foundation in striving to make the City of Selkirk and the R.M.s of St Andrews and St Clements a vital place to live, work and play, for all. Together we are all ***"Here for Good"***.

The Foundation is built on 27+ years of generosity from many community-minded donors who care about supporting the community, though an endowment-based model. This "good forever" or in-perpetuity approach, has contributed \$4+ Million into the community's charitable and non-profit volunteer sector, since in 1995.





INTEGRITY

COLLABORATION

EMPOWERMENT

EQUITABLE

PASSION

DIVERSE

INCLUSIVE

CARING

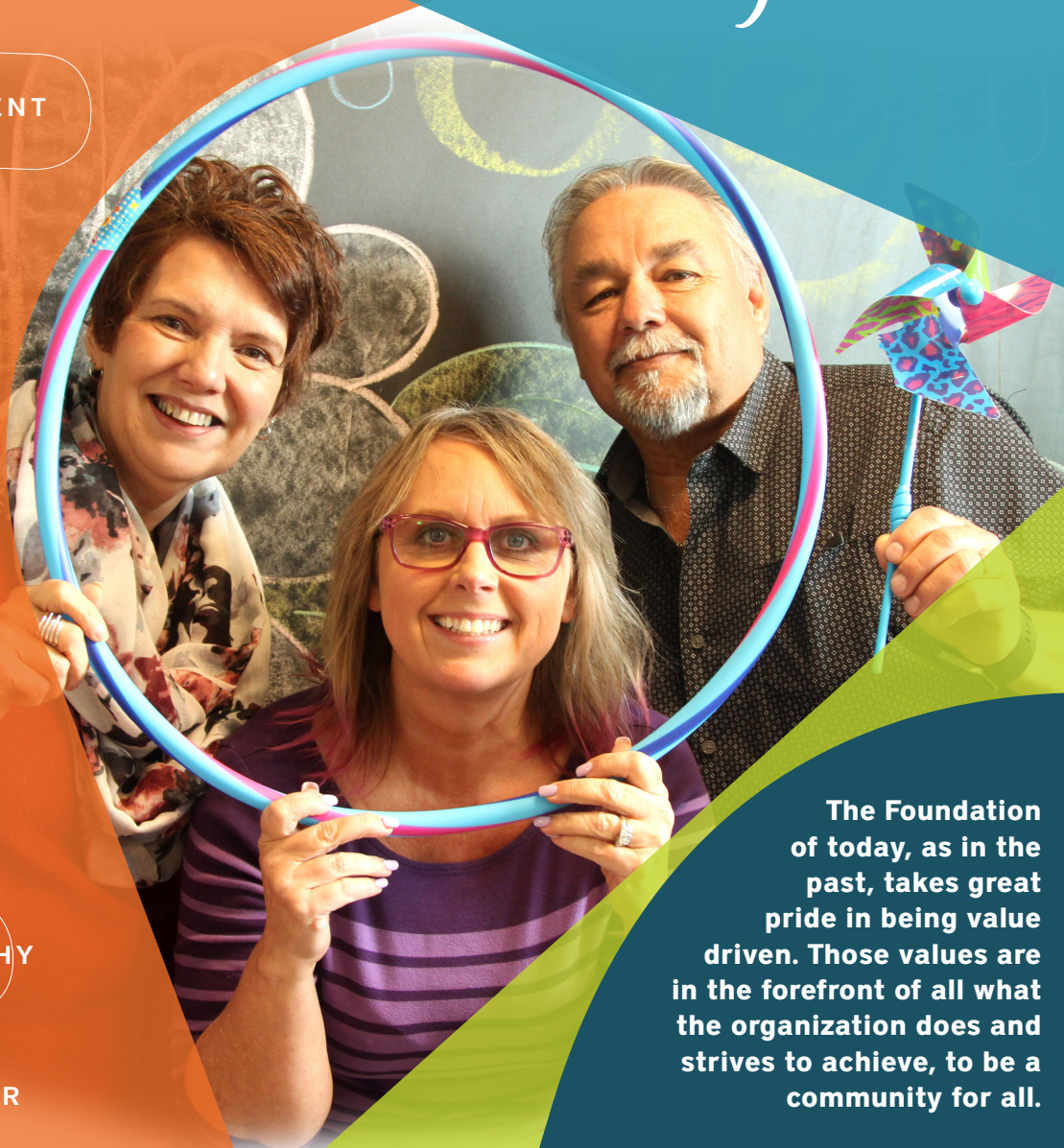
TRUSTWORTHY

MATCHMAKER

COMMUNITY-FOCUSED

LEADER

# How did we get here?



The Foundation of today, as in the past, takes great pride in being value driven. Those values are in the forefront of all what the organization does and strives to achieve, to be a community for all.

Together the SDCF Team; Board, Staff and Foundation Friends (former Board Members and sub committee members) collectively met, in early 2022, to reflect on and discuss key attributes and actions of the organization – as we look on the horizon. The outcome of those conversations now guide the organization into the next Strategic Plan, 5-year cycle (2022-2027).



**SDCF continues to be guided by core pillars that provide the organization with the direction to support and impact our community's charitable and non-profit volunteer sector. Those areas of focus are,**

- **Leading**
- **Granting**
- **Communicating**
- **Building Endowments**
- **Operating** – in a smart and caring way,

**The Board and leadership of today, through collective discussion, recognizes four areas of focus that need to be acted on, as we continue to grow, develop and mature. Those areas of focus are,**

- **Update Vital Signs Report, to feature an affordable housing section.**
- **Develop an employee succession plan, to make SDCF attractive.**
- **Commit to equity, diversity and inclusion, in all actions and reflections.**
- **Enhance social media platform, focusing on new website.**

*Core Pillars*



# LEADING

## Community Leadership

The SDCF team has identified **leadership** as a key area of focus in the up coming years, both internally and at the community development level.

1. The Foundation will strive to acknowledge, reflect and act on **Diversity, Inclusion & Equity** approaches at all levels of our actions and operations.
2. **Making SDCF attractive** for current and future staff, which will address sector standards.
3. The Foundation will proactively support community development projects that connect with at least one of the Vital Signs Report's sectors by taking a leadership role to connect community organizations or possibly donors. The Foundation looks at this role as one of nurturing and encouraging partnerships, for the betterment of the community.



# GRANTING

## Local Grant Making

The Foundation will interlink the Community Grant program's decision making with the most current Vital Signs Report's community sectors include;

- Inclusive Community
- Housing
- Learning – Kids & Youth
- Health & Wellness
- Income Gap
- Environment
- Older Adults & Aging
- Safety & Security
- Arts, Culture, Recreation & Tourism

1. The Foundation will review, update and activate the Spending Policy, based on the increases to the Disbursement Quota (DQ) determined by Canada Revenue Agency.
2. Increase learning to optimize software capacities
3. Learn and understand the changes regarding the DQ increase and the expansion of the "qualifying donee" definition.







## COMMUNICATING

### *Increasing Community Awareness & Communications*

SDCF is always striving to **connect** with donors from all walks of life, charitable and non-profit organizations, along with friends and neighbours from near and far. This communication goal, practised through various media outlets, coupled with small events are driving actions for the Communicating pillar.

1. Redevelop and launch new website, with easy-to-follow navigation, layout and formatting, while featuring “real life faces of the community”.
2. Expand weekly social media platform to include Facebook, which will interface with SDCF’s Instagram, Twitter and website.
3. Develop “I care about a cause” awareness campaign that may involve small events, donor - grant recipient site tours and written communications – sharing great fund or granting stories.

## BUILDING ENDOWMENTS

### *Fund Development & Endowment Building*

SDCF is in the business of supporting the community through an endowment-based model, meaning we provide people, from all walks of life, with an opportunity to create a legacy by giving in perpetuity. The Foundation donors, of the past and present, trust, believe and have donated based on the endowment-based model.

1. In 2018 the Foundation set Fund Development Goals that remain today,
  - \$15 M during the 2018–2021 time period,
  - \$20 M during the 2022–2024 time period,
  - \$25 M during the 2025–2028 time period.





These goals are and continue to be based on the assumptions that,

- Investments continue to grow at least 6% annually,
  - Donations received per year will cover grants payable without withdrawing from the investment portfolio,
  - Significant donation(s) received that will exceed the grants payable directly impacting investments over the next 10-year period.
2. The Community Fund can support the community's greatest needs, with that in mind and based on policy, all undirected donations are credited to that fund.
  3. The Foundation will continue to provide and create **giving choices** to donors who seek specific cause-based giving opportunities.
  4. Former, current or other donors may be encouraged to contribute to the endowment administration fund, known as the SDCF Administrative Support Fund – Buhr Family Endowment Initiative.
  5. Explore and learn more about Social Impact Investing, engaging with leaders within the Community Foundation of Canada network and beyond.

## OPERATING

### *In a smart and caring way*

The Foundation is committed to planning strategically, as a team – Board and staff together. SDCF strives to deliver a high level of operations in a professional, efficient and fiscally smart and caring way.

1. Interlinking the Foundation's Strategic Plan, the Operating Plan with future annual Operating Budgets to address, recognize and act-on the growth, development and maturing stage of the Foundation.
2. Hire Community Development Officer, who will become lead staff with the Foundation's Community Grant Program and the next Vital Signs Report.
3. Relocate to new office space, while moving to a blended work model – involving shared in-office space and work at home opportunities, for SDCF staff team.



*"This is a longterm processes. 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)



## Conclugion

The *Growth, Development and Maturity Strategic Plan (2022 – 2027)* will be a partner document with an annual Operating Plan, which will expand key goals with actions, timelines as well as sub-committee responsibility. Both Plans will be adopted by the Board, with the Operating Plan being reviewed at least annually, as based on policy.

As SDCF continues to grow, develop and mature it is important to remember, recognize and be thankful for the volunteer Board Members, staff and donors of the past. Their leadership and commitment to community for all, mixed with generosity, thoughtfulness and accountability has allowed the Foundation of today to be a trusted, well-respected community-based organization. These attributes extend far beyond the SDCF's borders and involves the Community Foundation of Canada's network from coast to coast to coast and especially right here in Manitoba with our Endow Manitoba partners.

