

# Community Foundation Leadership: Strategic Thinking – Applying Innovation

**1611TWF – Enhanced Affiliate Pilot Program (Phase III)**

**PREPARED FOR:  
The Winnipeg Foundation**

November 22, 2016  
[Workshop held October 22, 2016]



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## Executive Summary

On October 22, 2016, nearly 80 board members representing 40 distinct Community Foundations (CF), along with a dozen staff from The Winnipeg Foundation (TWF) and the Community Foundations of Canada (CFC), participated in an intensive, half-day strategy workshop held during Manitoba's bi-yearly community foundation conference.

Through a pre-workshop survey and the workshop itself (facilitated by Alan Goddard of NovaTuri Group Inc.), participants were able to recognize their CFs' internal strengths, identify external opportunities, establish their strategic vision, and validate several high-concept ideas to inform future strategies. The following pages highlight the major findings and recommendations generated from the survey and workshop.

### MAJOR FINDINGS

#### RECOGNITION OF INTERNAL STRENGTHS

- **Strategic Frames:** At a bare minimum, all CFs share a common "business" model of:
  - *Promoting and encouraging philanthropy, and*
  - *Supporting diverse charitable organizations*

However, depending on their size and "maturity", some CFs recognized their "business" model as also including:

- *Establishing partnerships and collaborations*
  - *Promoting and encouraging volunteerism*
  - *Providing leadership to community initiatives*
  - *Identifying barriers to community vitality*
- **Processes:** In relation to what they are doing well, the majority of CFs identified mostly "inward facing" (internal to the organization) processes that supported the common CF "business" model:
    - *Board engagement & meeting attendance*
    - *Board recruitment & selection*
    - *Board orientation & development*
    - *Revenue (fund) management*
    - *Expenditure (expense) management*
    - *Grant making & awarding*

Interestingly, the processes most CFs did not identify as undertaking well were "outward facing" (external to the organization), yet are known for supporting the awareness, growth, and evolution of CFs:

- *Volunteer recruitment & retention*
- *Donor/funder relations*
- *Community engagement – Needs identification*
- *Community engagement – Solution development*
- *Marketing & communications*
- *New donor identification/fund growth*

- **Values:** The CFs' identified core values (or variations thereof) facilitate the organizations' traditional roles within their communities as trustees of their CFs' funds:
  - *Respect*
  - *Trust*
  - *Commitment*

However, there were few CFs identifying core values that specifically support growth, including: *innovation, courage, leadership, or diversity.*

- **Relationships:** The partnerships recognized by CFs as supporting their ongoing success were initially focused on:

- *Local Government (Town/City Council, Municipal Boards, School Boards)*
- *Other Foundations (Thomas Sill, Winnipeg, CFC, Other CFs)*

Through further discussion, it was recognized that pursuing additional relationships could support their CFs' growth, including:

- *The Community itself (Residents, Local Interest Groups)*
- *The Business Sector (Corporate and Small Businesses, Associations)*

## **IDENTIFICATION OF EXTERNAL OPPORTUNITIES**

The three (3) external factors identified for having the most significant impact on the CFs in the near future included:

- *Technological (Impact of Social Media)*
- *Social (Impact of Changing Demographics)*
- *Economic (Impact of Depressed Markets/Job Loss)*

During the course of the discussions, CF participants also identified additional factors, including:

- *Political (Changing Federal/Provincial/Municipal governments/priorities)*

While each of these factors could be seen as a threat to the success of CFs, the majority of points made by participants focused on the opportunities presented in each of these changing factors.

## **ESTABLISHMENT OF STRATEGIC VISION**

There were four (4) strategic visions – each depicting possible futures of CFs – presented for discussion and, despite being provided one (1) that reflected the status quo:

*“Our Community Foundation has maintained its funding and provides consistent support to those charitable organizations that seek out our help.”*

The majority of participants (64%) selected one of the other three (3) statements that reflected growth in some manner:

*“Our Community Foundation's funding has grown considerably and we are in a strong position to support those charitable organizations that seek out our help.”*

*“Our Community Foundation's capacity has grown considerably, as has our ability to understand our community's needs and to engage those charitable organizations that we know will address those needs.”*

*“Our Community Foundation’s capacity has grown considerably, and we are a recognized leader in understanding and ensuring our community’s vitality. We are consistently viewed as the first and best choice for volunteer, donation, and partnership opportunities.”*

While many workshop participants recognized that the “growth” vision statements would require effort to achieve, they also acknowledged that maintaining a status quo vision could inhibit their growth and potentially diminish their importance in their communities over time.

### **VALIDATION OF THREE (3) HIGH-CONCEPT STRATEGIES**

When asked to reflect on their discussions in the previous sections, to identify links and patterns, and to select the top three (3) CF activities/processes that should be strategically prioritized to support the growth of their organization, the workshop participants validated:

- **Marketing & communications**
  - *To improve the community’s understanding of what CFs are and why they exist/add value to the community’s vitality and local economy*
- **Community engagement – Needs identification**
  - *To enhance the CF’s own understanding of their community’s barriers to vitality and to help focus funding and granting efforts*
- **New donor identification/fund growth**
  - *To support the intentional growth of funding capacity within each CF, and to encourage greater community “ownership” of the CF*

### **RECOMMENDATIONS**

To build on the momentum established during the strategy workshop, the following recommendations should be taken into consideration by the participating community foundations:

- **Review Major Findings and Recommendations with your Board and Staff/Volunteers**
  - *Every CF is unique and it is critical to understand/validate your CF’s needs and wants in relation to the major findings and recommendations under consideration*
- **Revise (or Establish) your CF’s Mission, Vision, and Values Statements**
  - *Using the insight and language found in the:*
    - **Establishment of Strategic Vision** section, update your CF’s **Vision Statement** so that it better reflects the future you want for your CF
    - **Strategic Frames and Processes** sections, update your CF’s **Mission Statement** so that it better reflects the work you do now in support of your Vision
    - **Values** section, update your **Values Statement** so that it better reflects the standards, principles, and beliefs that define and support your CF in undertaking its Mission and in achieving its Vision
- **Select one (1) or more “High-Concept” Strategies for your CF to Plan/Implement**
  - *The validated, high-concept strategies presented and discussed during the workshop are all intended to help grow and evolve your CF. However, recognizing the resource limitations of your CF, you should select and prioritize the strategy (ies) that you will be able to plan, implement, and support, and which reflect(s) your CF’s priorities*

## Introduction

This report combines several years worth of research, development, and engagement of Manitoba-based Community Foundations around the topics of CF “best practices,” board governance, financial and non-financial performance, and strategy. The culmination of this work to date was the October 22, 2016 strategic thinking workshop.

The following report provides background information on the Affiliated Community Foundation Enhanced Pilot Program, an in-depth discussion of the workshop’s survey results and corresponding breakout sessions, as well as an appendix that includes attendee information and detailed breakout session discussion notes.

## Affiliated Community Foundation Enhanced Pilot Program

### Background

In Summer 2014, The Winnipeg Foundation (TWF), along with seven (7) affiliated community foundations (ACF), participated in a shared research project to review the established collegial and affiliation support programs. The project, led by NovaTuri, resulted in several key recommendations, including the creation and implementation of a three (3) Phase ACF Enhanced Program Pilot Project. Mapped over four years (2014-2018), the Pilot consists of:

- I. Orientation and training workshops to support ACF participants’ understanding of community foundations, and the board’s role and responsibilities;
- II. Development of a “Dashboard” tool and process to increase the ACFs boards’ understanding of organizational financial and non-financial performance, and support improved oversight and leadership capabilities;
- III. Strategic Thinking and Planning workshops to enhance the board’s capabilities and support individualized, long-term planning for ACFs.

### Phase I - Board Orientation and Training Workshops (Spring 2015 to Spring 2016)

In late Spring 2015, The Winnipeg Foundation (TWF) announced Phase I of the Affiliated Community Foundations (ACF) Enhanced Program Pilot Project, which focused on engaging staff from the NovaTuri Group to develop and deliver an intensive half-day Board Orientation and Training workshop to any interested ACFs throughout Manitoba.

*Making an impact: An Introduction to Good Governance for Community Foundations* is a four (4) hour facilitated workshop; developed for ACF organizations, and delivered in their communities. The workshop includes an orientation on the past, present, and future of community foundations in Manitoba, as well as training aimed at improving their board’s understanding of their role and responsibilities. The workshop can be delivered, at their board’s convenience, in the afternoon (including a working lunch), or in the evening (including a working supper).

### BY THE NUMBERS

In undertaking Phase I of the pilot:

- 19 Manitoba Community Foundations participated (two [2] more ACFs will receive the training as part of Phase III)

- 171 Manitoba ACF board and staff members attended the workshops:
  - 94% believe the workshop's content was relevant to their needs
  - 94% believe the workshop's design helped them learn and understand
  - 99% believe the workshop's delivery was engaging and helpful
  - 99% believe the workshop's outcomes will improve how their ACF operates

## **BOARD TRAINING FINDINGS AND CONCLUSIONS**

- ACFs have a positive impact on their communities (grant recipients), and on the people directly participating in the ACFs (board members, staff, volunteers)
  - ACFs struggle with common challenges, including:
    - Competing fundraising “asks” within a relatively limited donor pool
    - Board succession and organizational capacity (staff, volunteers, etc.)
    - Public awareness, understanding, and engagement
- ACFs are interested in growth (financial and non-financial) in order to enhance their effectiveness and role within their communities
- ACFs require greater time, energy, and resources focused on strategy to support their growth

With those findings, the demonstrated level of interest, and the positive feedback received from participants, The Winnipeg Foundation decided to launch Phase II and Phase III.

### **Phase II - Board “Dashboard” Tool & Process (Summer 2016 – Ongoing)**

To support ACF boards in their oversight and leadership roles, The Winnipeg Foundation worked with NovaTuri to develop a comprehensive “dashboard” tool and process. This dashboard tool, combining elements of exemplary Community Foundation “best practices” and governance theory will enable the participating boards to more easily understand the financial and non-financial performance of their organization in a timely manner. This tool will ultimately result in supporting the ACF boards to make better decisions and undertake better planning. The Pilot includes an introduction to the tool and training to support its use.

The Dashboard was launched in late Summer 2016 with eight (8) participating ACFs. Feedback to date has been positive, and many of the research and learnings in the development of the tool helped to inform the initial strategic discussions for Phase III.

### **Phase III – Strategic Thinking & Planning Workshops (Fall 2016 - Ongoing)**

In collaboration with NovaTuri, TWF launched Phase III through a large strategic thinking workshop during their October 2016 Regional Conference. The workshop allowed participants to discuss the challenges and opportunities facing Manitoba community foundations (CF), and concluded with the participants' identification of several “Big Ideas” to help improve CF's impact throughout our province. The results of that workshop will be discussed further in this report.

Beginning in the New Year 2017, TWF will be offering, through NovaTuri, half-day board strategic planning sessions (and recommendations/documentation), delivered in the ACFs' communities, to support one or several of the “Big Ideas” generated at the provincial conference, but specifically tailored for that ACF's needs and priorities.

## Workshop Approach: Strategic Thinking – Applying innovation

*“Innovation distinguishes between a leader and a follower.” -Steve Jobs*

When considering the future, organizations are often challenged with developing new, innovative strategies. This challenge can be traced from the overuse of traditional strategic planning processes which are based on linear thinking – forcing decision-makers down a narrow path of selecting amongst similar, tried and tested ideas, while inhibiting them from identifying and leveraging true innovation.

This facilitated workshop begins with leadership theories on strategy including the responsibility continuum, active inertia, SWOT analysis, and PESTLE analysis. Then, in collaboration with the board and management, these tools are used to identify the organization's internal strengths and weaknesses, external opportunities and threats, vision and mission, and ultimately, a few high-concept strategies for the board's further consideration.

In undertaking any facilitated workshop, NovaTuri has developed a specific approach intended to efficiently leverage participants' input and limited time while also ensuring effective outcomes. Our approach consists of:

1. Developing a pre-workshop survey to better understanding current strategy realities
  - Understanding your community foundation
  - Reviewing strategic and operational plans
  - Discussing past, present, and future organizational challenges
  - Reviewing your environment and industry for information and trends
2. Facilitating a half-day workshop focused on the following areas:
  - Review of Leadership Theories – specifically around the topics of strategy
  - Developing a catalogue of internal strengths and weaknesses
  - Developing a catalogue of external opportunities and threats
  - Articulation of vision and mission approaches
  - Identification of three (3) to five (5) high-concept strategies
3. Developing a draft document incorporating the above for board review and adoption
  - Once the draft is complete, The Winnipeg Foundation reviews it and, if agreed upon, supports the recommendations in a final version
  - Information from the report is then used for development of a strategic plan for one or more of the selected high-concept strategies

## Section 1: Recognition of Internal Strengths

According to noted business thought-leader Donald Sull (who introduced the concept of “active inertia”), successful organizations sometimes fail because they do not respond effectively to change. The predominant reason for this is “active inertia” – an organization’s tendency to follow established patterns of behaviour, even in response to dramatic environmental shifts.

The four elements of active inertia include: Strategic frames becoming blinders, Processes hardening into routines, Values hardening into dogmas, and Relationships becoming shackles. Until active inertia is acknowledged and challenged, organizations tend to remain “stuck” repeating their past behaviours.

During a 60-minute breakout session, we were able to combine the application of the “Active Inertia” concept with a traditional SWOT analysis (focused on Strength & Weakness internal to the organization) to develop a more authentic sense of CFs’ capabilities.

ELEMENT	DESCRIPTION	STRENGTH/WEAKNESS
Strategic Frames (How we see ourselves)	<p><b>Primary “Business”</b></p> <ul style="list-style-type: none"> <li>Promoting and encouraging philanthropy</li> <li>Supporting diverse charitable organizations</li> </ul> <p><b>Secondary “Business”</b></p> <ul style="list-style-type: none"> <li>Establishing partnerships and collaborations</li> <li>Promoting and encouraging volunteerism</li> <li>Providing leadership to community initiatives</li> <li>Identifying barriers to community vitality</li> </ul>	<ul style="list-style-type: none"> <li>Strength – CFs support the resiliency and vitality of their communities. Primary definition focuses and simplifies “business” on those core functions</li> <li>Weakness – Primary definition limits CFs exposure within their communities resulting in multiple challenges: community needs identification, awareness, funding/investing, and support</li> </ul>
Values (What we believe)	<p><b>Core Values</b></p> <ul style="list-style-type: none"> <li>Respect</li> <li>Trust</li> <li>Commitment</li> </ul>	<ul style="list-style-type: none"> <li>Strength – Tangible description of values for board members/public “buy-in.” Reflects traditional CF priorities as stewards of community funds</li> <li>Weakness – Absence of focus on values that support change/growth in turn reinforce maintaining the status quo. Consideration should be given to the addition of values that support change/growth (diversity, leadership, innovation, courage)</li> </ul>



Relationships (Who we value)	<p><b>Primary Partnerships</b></p> <ul style="list-style-type: none"> <li>• <i>Local Government (Town/City Council, Municipal Boards, School Boards)</i></li> <li>• <i>Other Foundations (Thomas Sill, Winnipeg, CFC, Other CFs)</i></li> </ul> <p><b>Secondary Partnerships</b></p> <ul style="list-style-type: none"> <li>• <i>The Community itself (Residents, Local Interest Groups)</i></li> <li>• <i>The Business Sector (Corporate and Small Businesses, Associations)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Strength – Positive relationships with local government provide administrative support/legitimacy in launching CFs/early years. Other Foundations provide financial/non-financial support in furthering the CFs establishment (grants, training, resources)</li> <li>• Weakness – If CFs want to increase their profile (or awareness) in the community, they must directly engage the community itself. Additionally, many CF priorities could be enhanced/funded through closer relationships with the Business Sector.</li> </ul>
Processes (How we work)	<p><b>Primary Responsibilities</b></p> <ul style="list-style-type: none"> <li>• <i>Board engagement &amp; meeting attendance</i></li> <li>• <i>Board recruitment &amp; selection</i></li> <li>• <i>Board orientation &amp; development</i></li> <li>• <i>Revenue (fund) management</i></li> <li>• <i>Expenditure (expense) management</i></li> <li>• <i>Grant making &amp; awarding</i></li> </ul> <p><b>Secondary Responsibilities</b></p> <ul style="list-style-type: none"> <li>• <i>Volunteer recruitment &amp; retention</i></li> <li>• <i>Donor/funder relations</i></li> <li>• <i>Community engagement – Needs identification</i></li> <li>• <i>Community engagement – Solution development</i></li> <li>• <i>Marketing &amp; communications</i></li> <li>• <i>New donor identification/fund growth</i></li> </ul>	<ul style="list-style-type: none"> <li>• Strength – The six (6) primary responsibilities recognized by the majority of CFs are critical to undertaking its core “business” function. Specifically: finding and securing a board to be accountable for the community’s funds and to facilitate grant making.</li> <li>• Weakness – The six (6) primary responsibilities are mostly “inward facing,” meaning they are internal to the organization and require limited interaction with the external environment. When organizations “perfect” inward facing responsibilities, it can limit their abilities (and desire) to effectively interact with the larger, external environment. For CFs to grow/evolve (in terms of awareness, funding, capacity, and impact) will require them to place greater emphasis on the secondary responsibilities identified.</li> </ul>

## Section 2: Identification of External Opportunities

PESTLE Analysis provides a deeper understanding of the external considerations impacting an organization by highlighting changing Political, Economic, Social, Technological, Legal, and Environmental (natural) factors.

During a 60-minute breakout session, we were able to combine the application of the PESTLE concept with a traditional SWOT analysis (focused on Opportunities & Threats in the external environment) to develop a more real understanding of CFs' potential.

FACTOR	DESCRIPTION	Opportunity/Threat
Political	<ul style="list-style-type: none"> <li>Changing political leadership in Provincial government (2016), and corresponding changes in government spending/support</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity – Changing priorities and perspectives</li> <li>Opportunity - Need to build new relationships</li> <li>Threat – Defunding of provincial funding aimed at supporting CF activities</li> <li>Threat – May result in poorer organizational outcomes</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Provincial economies in decline, businesses/government/individuals become more selective with funding</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity – Greater need for Not-for-Profit (NFP) agency work, which the CFs support</li> <li>Opportunity – Volunteer engagements increase as individuals look to enhance experiences/resumes for job market</li> <li>Threat – Declining market can impact donations/fundraising efforts to the detriment of fund growth, etc.</li> </ul>
Social	<ul style="list-style-type: none"> <li>Changing demographics (Aging population, increasing First Nations' population, increasing refugee population)</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity – Increased need in populations traditionally served by NFP agency work, which the CFs support</li> <li>Opportunity – Changing demographics provide a justification to diversify volunteer pool and increase CF awareness in community</li> <li>Threat – Inability to rely on traditional support network</li> </ul>

Technological	<ul style="list-style-type: none"> <li>• Impact of Social Media (Increased capability of Internet, use of Facebook, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity – Increasing ability for CFs to engage and communicate with funders and stakeholders (community, NFPs, etc.)</li> <li>• Opportunity – Increased fund raising ability relating to online efforts (Endow Manitoba)</li> <li>• Threat – Increased competition in community from external, online NFPs for limited donations (See Ice Bucket Challenge)</li> </ul>
Legal	<ul style="list-style-type: none"> <li>• None Identified</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
Environment (natural)	<ul style="list-style-type: none"> <li>• None Identified</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

## Section 3: Establishment of Strategic Vision

*Prior to considering new strategies, it is critical that organizations understand their strategic framework – the overall “boundaries” in which they could and should operate. While there are many approaches to establishing your strategic framework, one of the most effective is accomplished through the active and intentional definition of your organization’s vision and mission statements.*

During a 60-minute breakout session, we were able to validate several ideal “visions” which depict how CFs would operate in their communities in the next 3-5 years:

### **STRATEGIC VISION 1:**

*“Our Community Foundation has maintained its funding and provides consistent support to those charitable organizations that seek out our help.”*

#### Rationale:

- Selected by 36% of the survey respondents
- Focuses on maintaining the status quo in terms of traditional CF “business” model
  - Emphasis placed on stewardship of the CF fund
  - Emphasis placed on grant-making to Not-for-profits (NFPs)
  - Reactionary in nature (“...that seek our help”)
- Ideal for Community Foundations that
  - Are (relatively) new
  - Have low levels of community awareness and engagement
  - Have no to limited resources and/or support at their disposal
  - Have member retention/succession challenges (Board/Staff turnover)
  - Need to focus on stability (over growth)

### **STRATEGIC VISION 2:**

*“Our Community Foundation’s funding has grown considerably and we are in a strong position to support those charitable organizations that seek out our help.”*

#### Rationale:

- Selected by 20% of the survey respondents
- Focuses on financial growth within the traditional CF “business” model
  - Emphasis placed on intentional growth and stewardship of the CF fund
  - Emphasis placed on grant-making to Not-for-profits (NFPs)
  - Reactionary in nature (“...that seek our help”)
- Ideal for Community Foundations that
  - Are experienced
  - Have moderate levels of community awareness and engagement
  - Have limited resources and/or support at their disposal
  - Have maintained consistent member retention/succession (Board/Staff turnover)
  - Want to focus on growth (over stability)

### STRATEGIC VISION 3:

*“Our Community Foundation’s capacity has grown considerably, as has our ability to understand our community’s needs and to engage those charitable organizations that we know will address those needs.”*

#### Rationale:

- Selected by 36% of the survey respondents
  
- Focuses on capacity growth within an enhanced CF “business” model
  - Emphasis placed on intentional growth and stewardship of the CF fund
  - Emphasis placed on intentional volunteer/staff growth within CF
  - Increased understanding of community needs
  - Emphasis placed on grant-making to Not-for-profits (NFPs)
  - Proactive in nature (“...that we know will address those needs”)
  
- Ideal for Community Foundations that
  - Are established
  - Have good levels of community awareness and engagement
  - Have some resources and/or support at their disposal
  - Have maintained consistent member retention/succession (Board/Staff turnover)
  - Need to focus on growth (over stability)

### STRATEGIC VISION 4:

*“Our Community Foundation capacity has grown considerably, and we are a recognized leader in understanding and ensuring our community’s vitality. We are consistently viewed as the first and best choice for volunteer, donation, and partnership opportunities.”*

#### Rationale:

- Selected by 8% of the survey respondents
  
- Focuses on capacity growth within an enhanced CF “business” model
  - Significant emphasis placed on intentional growth and stewardship of the CF fund
  - Significant emphasis placed on intentional volunteer/staff growth within CF
  - Established understanding of community needs
  - Emphasis placed on grant-making to Not-for-profits (NFPs)
  - Proactive in nature (“...we are a recognized leader...”)
  
- Ideal for Community Foundations that
  - Have been established for a time
  - Have high levels of community awareness and engagement
  - Have many resources and/or support at their disposal
  - Have maintained consistent member retention/succession (Board/Staff turnover)
  - Need to focus on growth (over stability)

## Section 4: Validation of High-Concept Strategies

*Lateral thinking is concerned with the generation of new ideas and breaking out of the prison of old ideas. It is concerned with changing patterns, is both an attitude and a method of using information, and is never a judgment. Lateral thinking enables creativity without the restrictions imposed by evaluation.*

During a 60-minute breakout session, we were able use lateral thinking to review the insights gleaned from each of the three (3) preceding breakout sessions to recognize new and emerging patterns or ideas impacting CFs in Manitoba.

Ultimately, we were able to identify several “patterns” that were each similarly distinct and could all be used in setting the strategic direction of the CFs into the future. It should be noted that, as part of the exercise, none of these ideas were evaluated, defined in detail or prioritized for actual implementation (processes inherent to, and best suited for, strategic planning).

The workshop participants identified (3) high-concept strategies for further consideration:

- **Marketing & communications**

- *To improve the community's understanding of what CFs are and why they exist/add value to the community's vitality and local economy*

Rationale:

- Lack of community awareness was a recurring theme throughout the strategy workshop
- Marketing & communications strategies were linked to:
  - The enhanced “business” model/processes/partnerships – Section 1
  - External opportunities in Technology (Use of social media) – Section 2
  - Supporting all four (4) strategic vision statements – Section 3

- **Community engagement – Needs identification**

- *To enhance the CF's own understanding of their community's barriers to vitality and to help focus funding and granting efforts*

Rationale:

- Improved understanding of community needs legitimizes support and funding asks
- Community engagement – Needs identification strategies were linked to:
  - The enhanced “business” model/processes/partnerships – Section 1
  - External opportunities in Social (Changing Demographics) – Section 2
  - Supporting the two (2) most progressive strategic vision statements – Section 3

- **New donor identification/fund growth**

- *To support the intentional growth of funding capacity within each CF, and to encourage greater community “ownership” of the CF*

Rationale:

- Increased funding enhances impact of CFs in their community
- New donor identification/fund growth strategies were linked to:
  - The enhanced “business” model/processes/partnerships – Section 1
  - External opportunities in Social (Changing Demographics) – Section 2
  - Supporting the three (3) active non-status quo strategic vision statements – Section 3

## Appendix

### 1.0 WORKSHOP ATTENDANCE

Name	Foundation
Ginny Collins	Beautiful Plains Community Foundation
Brenda Kryschuk	Beautiful Plains Community Foundation
Robin Richardson	Big Grass Foundation
Shonda Ashcroft	Birtle & District Foundation
Bob Birch	Boissevain & Morton Foundation
Raylene Conway-Smith	Boissevain & Morton Foundation
Brian Cotton	Brandon Area Community Foundation
Laura Kempthorne	Brandon Area Community Foundation
Reg Black	Brokenhead River Community Foundation
Brianna Renwick	Carberry & Area Community Foundation
Arthur Cameron	Carman Area Foundation
Fred Colvin	Carman Area Foundation
Erin Dunn	Carman Area Foundation
Lawrence Dyck	Carman Area Foundation
Barry Gosnell	Carman Area Foundation
Janine Lodder	Carman Area Foundation
Jeannie Phillips	Carman Area Foundation
Jo-Ann Tkachyk	Carman Area Foundation
Carolyn Schram	Cartwright & Area Foundation
Irene Runolfson	Coldwell Community Foundation
Wendy Sweetland-Budge	Coldwell Community Foundation
Mary Lynn Moffat	Community Foundation of Portage & District
Lou Antonissen	Community Foundation of Portage & District
Paul Davidson	Community Foundation of Portage & District
Carey Duncan	Community Foundation of Portage & District
Ed Clayton	Elkhorn & Area Foundation
Madeleine Arbez	Francofonds
Ron Jefferies	The Glenboro Area Foundation
Agnes Witherspoon	The Glenboro Area Foundation
Allan Preston	Hamiota Community Foundation
Ray Hutton	Headingley Community Foundation
Jill Ruth	Headingley Community Foundation
Catheryn Pedersen	Holland & Area Community Foundation
Dennis Alvestad	Kenora & Lake of the Woods Regional CF
Claudine Cordeiro	Kenora & Lake of the Woods Regional CF
Shannon Robinson	Kenora & Lake of the Woods Regional CF
Ron Chapman	The Killarney Foundation
Lori Cuvelier	The Killarney Foundation
Jackie Mitchell	The Killarney Foundation
Wayne Nichol	The Killarney Foundation
Haifa Selo	Lac du Bonnet & District Charitable Foundation
Laverne Wojciechowski	Lac du Bonnet & District Charitable Foundation
Harvey Wedgewood	Minnedosa & District Foundation
Jean Garbolinsky	Minnedosa & District Foundation
Allison Braun	Morden Area Foundation
Lynda MacLean	Morden Area Foundation
Avaline Widmer	Morden Area Foundation
Midge Anderson	The Morris Area Foundation

Name	Foundation
Egon Grossman	The Morris Area Foundation
Del Stevenson	The Morris Area Foundation
Karen Guth	North Norfolk MacGregor Foundation
Betty Kendall	Northern Neighbours Foundation
David Kendall	Northern Neighbours Foundation
Pat Rampton	Oak Lake & Area Foundation
Thor Thorleifson	Pembina Manitou Area Foundation
Chris Saunders	Pinawa Foundation
Moira Porte	Plum Coulee Community Foundation
Heather Unger	Plum Coulee Community Foundation
Donna Falkevitch	Rivers & Area Community Foundation
Michelle McFadden	Rivers & Area Community Foundation
Donna Morken	Rivers & Area Community Foundation
Beverley Clegg	Selkirk & District Community Foundation
Heather Hogg	Selkirk & District Community Foundation
Kelly Lewis	Selkirk & District Community Foundation
Eileen Janowski	Selkirk & District Community Foundation
Deann Lane	Selkirk & District Community Foundation
Stan Halbesma	Selkirk & District Community Foundation
Michele Polinuk	Selkirk & District Community Foundation
Debbie Wowryk	Shoal Lake Community Foundation
Colin Bonnycastle	Thompson Community Foundation
Tammy Cober	Thompson Community Foundation
Liz Sousa	Thompson Community Foundation
Marge Groening	Tiger Hill Community Foundation
Teresa Makarchuk	Virden Area Foundation
Bruce Gullett	Wawanesa Community Foundation
David Douglas	Westshore Community Foundation
Gerald Knutson	Westshore Community Foundation
Don Matthewson	Westshore Community Foundation
Myra Peters	Winkler Community Foundation
<b>Table Facilitators</b>	<b>Foundation</b>
Cindy Lindsay	Community Foundations of Canada
Jennifer Aarhus	The Winnipeg Foundation
Nolan Bicknell	The Winnipeg Foundation
Denise Campbell	The Winnipeg Foundation
Kathryne Cardwell	The Winnipeg Foundation
Richard Frost	The Winnipeg Foundation
Susan Hagemeister	The Winnipeg Foundation
Ali Matias	The Winnipeg Foundation
Jennifer Partridge	The Winnipeg Foundation
Carolina Stecher	The Winnipeg Foundation
Paul Stepnuk	The Winnipeg Foundation
Megan Tate	The Winnipeg Foundation
Joanna Turner	The Winnipeg Foundation



## 2.0 PRE – WORKSHOP PARTICIPANT SURVEY

### **STRATEGIC THINKING: APPLYING INNOVATION** Workshop Preparation Questionnaire

#### INTRODUCTION

This questionnaire is intended to support the Strategic Thinking: Applying Innovation workshop to be held during the Manitoba Community Foundations Fall 2016 Regional Meeting.

By providing your insight and responses, it will allow the participants to have a more complete sense of the challenges and opportunities facing all Manitoba Community Foundations, and enable the development of effective strategies to further our common goals.

#### INSTRUCTIONS

There are 12 questions in this survey spread across four (4) significant sections. Each section focuses on an element of strategic thinking and, while straightforward to answer, requires the participant to reflect in an open and authentic manner.

The survey should require less than 20 minutes to complete electronically. Once finished\*, please save the word file with a suffix (."your name") at the end of the current file name and then email it to:

Alan Goddard, Workshop Facilitator, at: [alang@novaturigroup.com](mailto:alang@novaturigroup.com)  
Subject: Manitoba Community Foundations Survey

Thank you for your participation in this important survey. If you have any questions regarding the survey, please do not hesitate to contact:

Alan Goddard  
Email: [alang@novaturigroup.com](mailto:alang@novaturigroup.com)  
Phone: 204-990-7832

\*It should be noted that the information you provide will be analyzed and summarized to create a provincial perspective/understanding that will be shared during the workshop. NovaTuri will maintain your anonymity (no responses will be linked to individuals and/or their community foundations, nor will that individual information ever be shared).

#### SECTION 1 – UNDERSTANDING YOUR COMMUNITY FOUNDATION

1. How would you define the “business” (role & responsibilities) of your Community Foundation?  
(Please type an X in the [ ] for any/all that apply):

- Promotes and encourages philanthropy [ ]
- Establishes partnerships and collaborations [ ]
- Supports diverse charitable organizations [ ]
- Promotes and encourages volunteerism [ ]
- Identifies barriers to community vitality [ ]
- Provides leadership to community initiatives [ ]

2. In undertaking the “business” (role & responsibilities) of your Community Foundation, what activities/processes has your CF “perfected?” (i.e. That are done consistently well and are not a concern). (Please type an X in the [ ] for any/all that apply):

- Board engagement & meeting attendance [ ]
- Board recruitment & selection [ ]
- Board orientation & development [ ]
- Volunteer recruitment & retention [ ]
- Revenue (fund) management [ ]
- Expenditure (expense) management [ ]
- Grant making & awarding [ ]
- Donor/funder relations [ ]
- Community engagement – Needs identification [ ]
- Community engagement – Solution development [ ]
- Marketing & communications [ ]
- New donor identification/fund growth [ ]

3. What are the top three (3) organizations/partnerships (i.e. Town Council, CFC, Rotary Club, etc.) that have supported your Community Foundation’s success?

- I. \_\_\_\_\_
- II. \_\_\_\_\_
- III. \_\_\_\_\_

4. What are the top three (3) values (i.e. respect, courage, innovation, etc.) that have helped your Community Foundation grow and thrive?

- I. \_\_\_\_\_
- II. \_\_\_\_\_
- III. \_\_\_\_\_

## SECTION 2 – UNDERSTANDING YOUR CHANGING ENVIRONMENT

The following section focuses on PESTLE analysis, a method to help participants better identify changes occurring in their Community Foundation’s environment, and its potential impact on the organization. For each factor, please identify which external change (by typing out the specific change) you think will have the most impact on your Community Foundation, followed by whether you consider that this change will have a positive or negative impact on your organization (by typing an **X** in the corresponding Positive [ ] or Negative [ ]). **If you cannot identify a particular changing factor, please feel free to leave blank.**

- **Political** (i.e. changing municipal, federal and provincial governments/directives, funding policies, organizational requirements)

Specific change:\_\_\_\_\_ Positive [ ] Negative [ ]

- **Economic** (i.e. changing funding mechanisms and streams, internal funding models, budgetary restrictions, granting targets)

Specific change:\_\_\_\_\_ Positive [ ] Negative [ ]

- **Social** (i.e. changing demographics, lifestyles, attitudes)

Specific change:\_\_\_\_\_ Positive [ ] Negative [ ]

- **Technological** (i.e. current and emerging technologies, social media)

Specific change:\_\_\_\_\_ Positive [ ] Negative [ ]

- **Legal** (i.e. proposed and passed legislation, changing CRA requirements)

Specific change:\_\_\_\_\_ Positive [ ] Negative [ ]

- **Environmental** (i.e. changing environmental impacts, outcomes of political and social factors)

Specific change:\_\_\_\_\_ Positive [ ] Negative [ ]

### SECTION 3 – ESTABLISHING YOUR STRATEGIC VISION

Please select one (1) of the following descriptions (by typing an **X** in the [ ] beside the appropriate paragraph) that you feel best describes how you envision the future of your Community Foundation in the next three (3) – five (5) years:

[ ] *“Our Community Foundation has maintained its funding and provides consistent support to those charitable organizations that seek out our help.”*

[ ] *“Our Community Foundation’s funding has grown considerably and we are in a strong position to support those charitable organizations that seek out our help.”*

[ ] *“Our Community Foundation’s capacity has grown considerably, as has our ability to understand our community’s needs and to engage those charitable organizations that we know will address those needs.”*

[ ] *“Our Community Foundation capacity has grown considerably, and we are a recognized leader in understanding and ensuring our community’s vitality. We are consistently viewed as the first and best choice for volunteer, donation, and partnership opportunities.”*

### SECTION 4 – IDENTIFYING YOUR STRATEGIC PRIORITIES

In consideration of your responses in the preceding SECTIONS, please prioritize the **top three (3)** activities/processes, in order of importance (by typing a **1, 2, or 3** in the appropriate [ ]), which you feel will best support the growth of your Community Foundation and the attainment of your vision:

- Board engagement & meeting attendance [ ]
- Board recruitment & selection [ ]
- Board orientation & development [ ]
- Volunteer recruitment & retention [ ]
- Revenue (fund) management [ ]
- Expenditure (expense) management [ ]
- Grant making & awarding [ ]
- Donor/funder relations [ ]
- Community engagement – Needs identification [ ]
- Community engagement – Solution development [ ]
- Marketing & communications [ ]
- New donor identification/fund growth [ ]

Thank you for your participation and insight!

### 3.0 WORKSHOP SURVEY RESULTS & BREAKOUT SESSION HANDOUTS

#### STRATEGIC THINKING: APPLYING INNOVATION

##### Breakout Session 1:

##### Understanding your Community Foundation

Almost all survey participants defined the “business” of their Community Foundation as:

- *Promotes and encourages philanthropy*
- *Supports diverse charitable organizations*

35-50% of them also expanded that definition with the following:

- *Establishes partnerships and collaborations*
- *Promotes and encourages volunteerism*
- *Provides leadership to community initiatives*
- *Identifies barriers to community vitality*

**Q1: Would an expanded definition of the “business” of Community Foundations strengthen or weaken their efforts? Why?**

When asked what “business” activities have they perfected (i.e. what are they “good at?”), the survey response breakdown was as follows:

#### Top 6 (50-80%)

*Board engagement & meeting attendance*  
*Board recruitment & selection*  
*Board orientation & development*  
*Revenue (fund) management*  
*Expenditure (expense) management*  
*Grant making & awarding*

#### Bottom 6 (4-38%)

*Volunteer recruitment & retention*  
*Donor/funder relations*  
*Community engagement – Needs identification*  
*Community engagement – Solution development*  
*Marketing & communications*  
*New donor identification/fund growth*

**Q2: What trend do you notice between the Top and Bottom 6 and how does it strengthen or weaken Community Foundations?**

The partnerships recognized by survey participants as supporting their Community Foundation’s success were as follows (in order of significance above minimum threshold):

1. *Local Government (Town/City Council, Municipal Boards, School Boards)*
2. *Other Foundations (Thomas Sill, Winnipeg, CFC, Other CFs)*
3. *Blank (No response or none)*

**Q3: Are there other partnerships that could help strengthen Community Foundations?**

The top values recognized for supporting Community Foundation’s success were:

1. *Respect*
2. *Trust*

**Q4: If you could add a third value to improve CF’s success, what would it be?**

## STRATEGIC THINKING: APPLYING INNOVATION

### Breakout Session 2:

### Understanding your Changing Environment

In undertaken Section 2 (PESTLE Analysis) of the survey, the top external (environmental) factors recognized by participants as potentially impacting the success of their Community Foundation were (in order of importance):

1. *Technological (Impact of Social Media)*
2. *Social (Impact of Changing Demographics)*
3. *Economic (Impact of Depressed Markets – Low Interest Rates/Job Loss)*

**Q1: To what extent does each of these external factors impact the success of Community Foundations? Are they opportunities or threats?**

PESTLE Analysis considers six (6) separate external factors:

1. *Political*
2. *Economic*
3. *Social*
4. *Technological*
5. *Legal*
6. *Environmental*

**Q2: Aside from the three (3) factors discussed in Q1, are there other changes occurring in our environment that could negatively or positively impact their success? What are they and why do they matter?**

## STRATEGIC THINKING: APPLYING INNOVATION

### Breakout Session 3: Establishing your Strategic Vision

When asked to consider a statement that best reflected where they saw their Community Foundation in the next 3-5 years, the survey participants were fairly divided (by percentage) among the possible answers:

*(36%) "Our Community Foundation has maintained its funding and provides consistent support to those charitable organizations that seek out our help."*

*(20%) "Our Community Foundation's funding has grown considerably and we are in a strong position to support those charitable organizations that seek out our help."*

*(36%) "Our Community Foundation's capacity has grown considerably, as has our ability to understand our community's needs and to engage those charitable organizations that we know will address those needs."*

*(8%) "Our Community Foundation capacity has grown considerably, and we are a recognized leader in understanding and ensuring our community's vitality. We are consistently viewed as the first and best choice for volunteer, donation, and partnership opportunities."*

**Q1: Based on the response breakdown, what trend(s) can you identify in terms of the future strategic direction of Manitoba's Community Foundations? Which vision statement would you pick and why?**

Strategic visions for organizations are rarely done in isolation (apart) from the environment in which they exist. There is recognition that an organization's vision should (and will) have an impact on the community it serves.

**Q2: When you consider the strategic visions outlined in Q1, what impacts would they have for your community? Describe them.**

## STRATEGIC THINKING: APPLYING INNOVATION

### Breakout Session 4:

### Identifying your Strategic Priorities

When asked to reflect on their answers in the previous sections and select the top three (3) Community Foundation activities that should be strategically prioritized to support the evolution of their organization, the survey participants identified:

1. *Marketing & communications*
2. *Community engagement – Needs identification*
3. *New donor identification/fund growth*

**Q1: Based on our discussions today, do you agree with these strategic priorities? Why?**

While identifying your strategic priorities can go a long way in developing your Community Foundation, it is critical that these priorities be grounded and reflective of your organization's capacity (i.e. What do they mean? How will you implement them?).

**Q2: When you consider the strategic priorities outlined in Q1, what tactics can you identify that would help support you meeting them? Describe them.**

1. *Marketing & communications*  
**Tactics:**

2. *Community engagement – Needs identification*  
**Tactics:**

3. *New donor identification/fund growth*  
**Tactics:**



## 4.0 WORKSHOP BREAKOUT SESSIONS – DISCUSSION (By Table)

### Breakout Sessions: Table A

#### Q1

Table all agreed that the two points did also define the “business” of their Community Foundations.

Many felt that the expanded definition would weaken their efforts as an organization doesn’t necessarily want to have a long definition as you don’t want to “paint yourself in to a corner.” The table preferred to keep the definition short and focused but could see that an expanded definition would let communities know where they stand.

People may ask “why are you doing X, it’s not in your mission statement.”

If you add “by” after the initial short mission statement, the expanded points could explain how you are accomplishing the mission.

Some felt that “volunteerism” or “volunteering” is a scary word, and would try to promote that differently. Many at the table don’t think of themselves as volunteers.

#### Q2

Trends:

Top – board related, “easy answers”, look more internal

Bottom – “harder answers”, looking externally, feel that they answer the top 6 if you ask “how do we do these?”

Some felt “perfected” is a strong word, and focused on that word when answering the survey (felt they have not perfected many things). Felt the bottom 6 is where there is room to grow.

Someone suggested it may strengthen community foundations to include some of the bottom 6 in an expanded definition as it may hold the foundation more accountable to those areas.

Many felt they need more understanding of what is happening in their community to better understand and execute the bottom 6.

#### Q3

Many felt that partnerships would be a great way to find out what is happening in their communities.

Great suggestion to have 1 rep from non-profits throughout the community together, for a round table evening. Everybody would share what is going on in their organization, this would be a great way to not only learn of the needs in the community but prevent any overlap in similar events, etc. The CF could host the evening, and ask each organization what their number 1 issue is.

Partnerships with business community (local accountants, chamber of commerce, etc.)

Many felt it is important to make any partnerships as strong as possible.

#### Q4

“Relevant”

### Breakout Session 2

#### Q1

Technological

Opportunity – social media is a great way to reach a large audience and share stories, but CF’s don’t always have the capacity or time. Run the risk of falling behind/lost followers if you can’t post regularly. Many felt that social media should be budgeted for.

Easier to reach out to younger generations through social media.

Social

Many felt this was both an opportunity and a threat. There are changing demographics in many communities with the arrival of newcomers, but many newcomers do not stay for long and decide to move to different places. This can also tie in to technology as many may not be on various social media platforms. The group felt diversity was a great opportunity to reach out to new people and introduce new cultures.

The group agreed it's important to recognize what your demographics are and how is the best way to reach them and then adapt.

## Q2

Changing culture and many newcomers and learning what the best way is to educate them. The arrival of many newcomers to Manitoba also effects the government and social services, as they require more funds and services to help newcomers.

Many felt that more and more of the younger generation are moving away from smaller communities. How do you get them to stay? Many young people move from place to place, from job to job. How do you retain their help?

## Breakout Session 3

### Q1

Table agreed option 3 would be their choice. Felt this one describes the need to understand the community's needs and engage other charitable organizations. If there was no time frame (3-5 years), many felt they would choose the last option to strive towards but agreed your CF needs to be ready to handle that.

Trends:

- Many felt the "strong position" to support was more accurate vs. wanting to provide consistent support.
- Maybe newer foundations would choose the last option as they are just starting out and could have that as their goal.
- Everyone felt the last option was the "dream big" option

### Q2

The table answered the question as if they chose option 3 as their MS.

People would be able to see that the needs are being met, and show they have an understanding of the community. To get here, CF's may need to engage and partner with community members and organizations and make sure they are not duplicating the work of other organizations in their community.

This statement could also provide donors with confidence in their CF and that they do know the needs in the community and are able to better distribute funds. More capacity means CF's are able to do more.

## Breakout Session 4

### Q1

The table all agreed with the 3 strategic priorities.

Marketing & communications

- Nobody knows who we are/what we do
- Very important to be able to reach out to current and new donors

Community engagement – Needs identification

- Vital to engage the community to learn what the needs of the community are and let people know who we are too

#### New donor identification/fund growth

- We are always trying to reach new donors and grow the funds, both other two activities effect this

#### Q2

##### 1. Marketing & communications

###### Tactics:

- Learn demographics and market appropriately
- Would be helpful to have a database to be able to contact specific donors (ie. gave the past year, other gifting criteria)
- Require database to record donor and contact information (when we contacted, why)
- Newsletters to reach a targeted audience

##### 2. Community engagement – Needs identification

- Meeting/round table for organizations in the community
- Work through schools and YiP programs
- Wine and cheese nights to learn more about the CF
- Get stories from donors and share them

##### 3. New donor identification/fund growth

- Market and advertise
- Social media, website, newspapers
- Phone calls
- Key to know your demographic and market appropriately
- Participate in Will Week
- All of these things require capacity

## **Breakout Sessions: Table B**

### **Session 1:**

Q1: Strengthen.

Easy to keep doing what you're doing.

Doing something different increases visibility. Helps with an organizational/ cultural shift.

Has the potential to better define roles and engage more people and partnerships.

Q2: Introspective vs. Outreach

A good board is necessary for a well-functioning organization. They strengthen the organization.

People do not understand community foundations and what they do. Outreach is important to educate and strengthen the organization.

Q3: Service Groups and Local Churches.

CF's are the funders and the service groups are the doers. Especially important in rural MB.

Q4. Leadership, Experience, Volunteerism.

All things flow from good leadership.

### **Session 2:**

Q1: Technology – Opportunity – Social media helps with donations and outreach.

Complaint that "Endow Manitoba" does not have the word "foundation" in it. Smaller foundations feel like they are missing out b/c of that issue.

Social – Opportunity – to reach out to young people. The table agreed that the change in demographics was not an issue but later talked about the increasing demand on food banks b/c of new comers. (I think they were confused about the definition of social, interpreting it as socializing versus social impact)

Economic – Threat – Low interest rates impact endowments. Less money in donations b/c of tighter economic conditions.

Political – Threat. Community grants have disappeared with change in government resulting in organizations having less options of where to access funds.

Legal – Opportunity – Example of a CF needing to understand the Cemeteries Act b/c of a partnership with local cemeteries on the managing of funds.

Environmental – Weather impacting farmer crops – impacts overall donations.

Q2: Changes:

1. Growth in CF's. Presents opportunities to work collaboratively.
2. Growth in non-profits has increased demand and competition for dollars.
3. Volunteer sustainability- the ability to attract and retain volunteers is a continual challenge.

### **Session 3:**

Q1: Trend is growth of CF's.

Statements Chosen:

Statement # 1 chosen. Why?

1. Newness of CF
2. Do the same thing all the time
3. Organizations do the same thing all the time. Ask the CF for the same grant to do the same thing at the same time of year
4. Many orgs do not have the capacity to write grant requests
5. Lack of awareness of the CF is an ongoing issue

Statement #3 chosen. Why?

1. Have experienced growth in capacity – but it depends on the day
2. Has not been considerable growth but some growth
3. Growth occurred b/c of the Thomas Sill Challenge
4. Granting has increased
5. Growth is exciting b/c of opportunities to expand, expansion is contagious, outreach happens and knowledge grows
6. What is the threshold of contracting paid staff?

#### **Session 4:**

Q1: Agree with 2/3 – Marketing and Communications & community engagement – needs identification. Third priority was Board development/ capacity/ retention.

Q2: Tactics

#### Marketing and Communications:

1. Rebranding
2. Social media
3. Newspaper/ purchased media
4. Community event sponsorship
5. High-impact grants – word of mouth
6. Community outreach
7. Government lobbying
8. Donor stewardship
9. Education

#### Community Engagement – needs identification

1. Vital Signs
2. Community consultation
3. Community Leader conversation
4. Survey
5. One to one
6. Building Community Relationships

## Breakout Sessions: Table C

### Breakout 1

**Q1: Would an expanded definition of the “business” of Community Foundations strengthen or weaken their efforts? Why?**

The group agreed with the survey but cautioned about being realistic about what they can deliver. They would rather under promise and over deliver. They agreed that they need to think more like a business in order to accomplish their goals.

**Q2: What trend do you notice between the Top and Bottom 6 and how does it strengthen or weaken Community Foundations?**

The top 6 were all inward thinking and while they are all valid operational items they thought that Marketing & communications along with donor stewardship (new and old ) should always be something a foundation is good at. How they do that was also the question...

**Q3: Are there other partnerships that could help strengthen Community Foundations?**

Having board members be on other boards such as chamber of commerce, rotary, lions etc and then giving them a spot on the foundation’s agenda to quickly update the foundation on what the current projects/need are in the community. Try to match some donors directly to a need would be either an endowment fund or flow thru funding. Chatted about the challenges of the small foundations ever receiving money from national corporations.

**Q4: If you could add a third value to improve CF’s success, what would it be?**

Transparent

### Breakout 2

**Q1: To what extent does each of these external factors impact the success of Community Foundations? Are they opportunities or threats?**

1: technology .... They all think it is beyond them until you ask them if they use and I –pad/tablet. Then ask If they have a Facebook account. reminding everyone that it is as simple as seeing your grandkids in a Facebook post... doing the same for you foundation is just as easy. Once they realized that they did not need any fancy equipment they started chatting more about engaging youth and the 30- 40 somethings

2 Social media – after the first part they thought that face book and twitter was doable and also thought that if someone had these accounts then you should tell your local paper/radio station/access cable etc. so that they can grab stories etc. from the news feed.

3: economic impact – our table said that they haven’t really been impacted

**Q2: Aside from the three (3) factors discussed in Q1, are there other changes occurring in our environment that could negatively or positively impact their success? What are they and why do they matter?**

They thought that CRA should make it more enticing (and easier) for a Not for profit to become a charity and not put up more road blocks. It would make it so much easier for the foundations to grant in their communities and not always having to find a qualified donee to flow the money thru. Towns and RM's are starting to refuse to do the flow thru because of the CRA restrictions.

Carbon tax was another hot topic. They felt like the farming communities will be taxed the highest and that the government is not taking into consideration that the crops they plant are a major source of "greening and cleaning" for the environment.

Breakout 3

**Q1: Based on the response breakdown, what trend(s) can you identify in terms of the future strategic direction of Manitoba's Community Foundations? Which vision statement would you pick and why?**

My group was quick to point out that they don't want to look like they are competing for dollars. Most agreed that they currently their vision statement would be close to the first one but all recognized that they would all like to be at #3 in the next 5 years.

Most had an issue with the wording in #4 in the area of being the "first and best choice" thought it was too much of an assumption and made the foundation look like they were bragging.

**Q2: When you consider the strategic visions outlined in Q1, what impacts would they have for your community? Describe them.**

They chatted mainly about the impact on their volunteer boards if they try to change how things are currently working. They felt a little overwhelmed at the thought of having to contact each donor 7 times in a year (from Cindy Lindsay's talk on Friday) They all agreed afterwards that small changes may be doable but still worried about board burnout.

They really want their community to know who they are and what they do and they think that some slight changes may help them do that.

Breakout #4

**Q1: Based on our discussions today, do you agree with these strategic priorities? Why?**

Again they agreed with the survey on things that they need to evolve to. They understand that they need to make the public aware of them. They need to work with other groups in their area to get a better sense of community needs. Most were more interested in stewarding the existing donors better and put the new donor idea as a something they will do once they have their stewardship strategy in place.

**Q2: When you consider the strategic priorities outlined in Q1, what tactics can you identify that would help support you meeting them? Describe them.**

**1. Marketing & communications**

**Tactics:**

Using social media and posting grants etc on Facebook

Better gift letters and granting letters – letting donors and grantees know more about the CF

Post grant reports – celebrating projects and community

**2. Community engagement – Needs identification**

**Tactics:**

As mentioned before encouraging board members to be on other boards and giving them a forum to report what is going on in the community

Build better relationships with professional advisors – maybe invite them to a board meeting.

Holding a Welcome to the Community Party – collaborate with the other service groups/churched/etc to let new members of the community know what services are there for them.

**3. New donor identification/fund growth****Tactics:**

Again the group really thought they should get their stewardship ducks in a row first before taking a new donor strategy... but want to work towards being proactive...



## Breakout Sessions: Table D

### Q1

- Make our community to be a better place
  - Never thought a CF as a business- maybe in operations but not a true business rather a "builder of community"
  - Impact on life style to make change- change for both the grantee and the donor
  - Replace the traditional service club model of giving back to the community
    - o This is transformational as moving an older model of support to the foundation model to carry on the legacy of these groups
  - Education and external relationships
  
  - Top 6/Bottom 6
    - would like to engage youth
- Volunteering
- Maybe not at their current stage to take on the bottom 6- stage of evolution of a cf
  - Difficult to initiate as it is outside their comfort zone to take on the bottom 6
  - Issue of limited number of volunteers- smaller communities volunteers are tapped out
  - Can't get knowledge of "us" out in the community
  - We are good at- wanting to raise money ;
  - Not good at
  - community leverage but don't know how to drive the bus to get more leverage.; need to be at the table of community leadership but don't know how to do that

### Q2

- Partnerships
- Other service clubs
- Other agencies- hospitals , schools
- Need a strategy to collaborate among the local community- competing with the same \$ and people and lots of confusion on role of cf
- Govt' is not a source of funding in their areas
- Other groups mentioned- PA's, banks credit unions; lawyers, funeral homes, business community including chamber of commerce; media, national vs local businesses

### Core values

- Community service /spirit/engagement
- Compassion wo weave into everything we do; humanitarian moment to improve peoples' lives
- -other comments were board members, donors, community
- Permanent, diversity, integrity

## Session II

### Q1

- Economic conditions
- - global regarding investment returns
- Local- health of the community
- Impacts granting, desire from donor to keep things local; credit union excellent partner
- Social impacts

- Less likely to volunteer, both spouses are working
- Local jobs- wage earner is out of the community to find work
- Aging population; new housing for new immigrant population
- Technology
- Not much face to face conversation
- Issue in rural areas- internet and cell phones don't work well
- No expertise on the board to create social media information
- Legal
- CRA regulatory rules
- Municipal gov't to flow thru grant funding
- Political
- Many changes of town and municipal structures that are new
- Politicians don't understand a cf
- Environment
- Flooding; poor crops; mineral base economy will suffer in the next 5 years
- Infrastructures has gone to larger communities
- By law constraints need to consider more regional coverage for CF

### Session III

- Need to consider context in the community ; there may be other leaders and cf needs to play a secondary role
- 4<sup>th</sup> vision is something to aspire to over the next 5 years- define time frame for each vision stmt
- Hard to articulate a visions as cf is in transition
- Vision needs to outlive us
- We need to evolve the cf and let people know we are permanent
- Other "permanent" institutions are leaving or closing such as churches and service clubs
- We need to make a dae environment
- Safety net for the community and we need more collaboration with other cf's with a shared vision
- We need to consider to move forward with others
- Cf has a broad view and nonpartisan

### Session IV

- Agree with the three priorities
- But think community engagement is first; communicate to community and then engage donors
- Can't get donors engaged unless we know the issues
- Agree a province wide Vital Signs will be helpful- scale the product to a smaller version for each cf to complete ( ie they answer the questions)
- Need to coordinate more with MB economic officer
- Coordinate Vital sign with province

## Breakout Sessions: Table E

### Active Inertia

Strategic frames

Processes

Values

Relationships

### **Breakout Session #1**

#### **Understanding Your CF**

##### **1. Agree with the 2 definitions**

- Bigger you are the more you touch on
- Brand new may not be able to take these expanded definitions on
- For Northern Neighbors CF, "Identifies barriers to community vitality" was an important piece for them to work on
- In regards to "Promotes and encourages volunteerism" Does that refer to internal or external volunteers?
  - It was unanimous that this statement was not a top 5 priority
- Volunteer recognition
  - Currently have a nomination process
- Northern Neighbors CF
  - Have difficulties finding volunteers
- Same people who volunteer for multiple organizations/events in their towns
- There are only so many "doers", and a lot of "fence sitters"
- Larger CF's, this could be an advantage & also a disadvantage because now you have to be more creative in how you think of bringing in volunteers
- Recruitment is policy driven for some CF's, usually the larger ones
  - Being realistic on what can actually be done
- Establishing partnerships would strengthen their efforts
- The main question is, how do we educate our community?
- External relationships to the CF are very important
- It's important to be realistic on what can actually be done

##### **2. Bottom 6: it creates more thinking outside the box**

Top 6: are perfected because they may already exist, these are the core of the Foundation and are part of the core responsibility.

- Bottom 6: harder to evaluate
  - Changing and evolving
  - Outward reaching, stretched for resources
- Top 6 may be more internal
- These need to be strong, in order to grow the bottom 6

##### **3. One CF member who answered the survey left this blank, as they have zero or no support from municipal government.**

- Never given monetary donations
- Winkler has received the use of office space
  - Sending people from the government their way to help
  - Important to look for an opportunity, especially a marketing opportunity.
- Vital Signs (Winkler specifically)

- Provided a staff member from the government to help
- What can these possible relationships do to help CF's?
  - Northern Neighbors feel like they are an inactive player
  - They are a participant, but not a community leader
  - What is the CF focus? Does it make a difference when you have a paid employee versus all volunteers?
- Focus on becoming an active member
- Another relationship that could be focused on is the relationship with outside consultants Mayor/Reeve, Member at large on board of directors
  - Assigned people are not always the best to have on your board
- Service groups – Chamber, Rotary Club
  - Members wear different hats
- National Vs. Local Businesses
- \*Hospitals, Schools\*- Killarney specifically has a close relationship with these entities
  - Media- local news letters, social media
  - Insurance brokers
  - Banks
  - Funeral homes
  - Unions
  - PA's
  - Business Community (national vs. local)
- 4. Additional top values to be recognized for supporting CF success
  - Commitment
  - Love of Money
  - Sense of Community
  - Diversity
  - Permanence
  - Connectivity of Community
  - Sustainability
  - Accountability
  - Integrity/Trust
  - Transparency

#### **Frustration**

- Complacency
- In a rut
- Waiting for things to happen
- Proactive

#### High Level Discussion

- We are not a business builder of community, instead we make our community a better place
- It's a reality that the expansion is happening regardless if we recognize that or not
- It's not just about philanthropy and supporting charitable organizations
- The efforts we do well are internal vs. the ones that are more difficult and need focus are the external (Bottom 6).

### **Breakout Session #2**

#### **Understanding Your Changing Environment**

##### **1. Technology**

- Huge opportunity – may not taking full advantage
- Opportunity to communicate to donors/prospects
- Can be cost effective
- Social media is an underutilized tool
- However, the message could be lost
  - Could be hard to tell a story
  - Could be a negative thing for an organization– electronically challenged
  - Changing in how people get their information
  - the traditional ways to telling the story are not used as much anymore
  - Challenge is learning how to communicate and navigate your audience online
    - Not impossible, just a different way to share
  - Look at average age of Board- how well can everyone use the technology applications?
- **Economic**
  - No money in RHA & Council
  - An example was a newly built playground
    - School wouldn't put any money in, and the CF had to fully fund it
  - Newcomers moving into the towns
    - Is this significant? Yes!
  - 1/3 of funding at the hospital is funding provided by Killarney CF
  - Threat – funding, volunteer base, changing demographics, affordable housing, aging population
  - Diversity in boards – different now that before
  - Aging population of donor base could be a threat
- **Urbanization**
  - Young people moving away from small communities
  - Internet has broadened a young person's sense of community
  - Internet makes giving easy, feel like they are contributing
  - Changing, shift in agricultural ownership – opportunity to leave a legacy
  - Impact global economy – investments?
- **How engaged are you in the community (Active Fundraising)**
  - Are you waiting for the gifts to come to you?
  - You are the vehicle to give back to the community
  - Marketing is a challenge
  - Decrease in sense of purpose

2.

- Political changes don't matter as much to the Community Foundation, however, they do matter to the organization that are trying to put on those programs
  - Expecting more money from the CF
- Messages of changes should be consistent across all government levels
  - Having documentation to be given to political members
  - getting so big that CF's are taking place of government funding
- Collectively engage the government
  - Call to action
  - Education internal/external on what CF's are
  - Winkler is actively engaging & educating the government to establish the relationships

- Changing Environment
  - Donor interests of environmental impact are increasing
  - CF's have to ask themselves, what is missing in their funds with regards to environment?
- Legal?

### Breakout Session #3 Est. Strategic Vision

#### Part 1:

1. Status Quo: not even there yet maintained
  - Consistent – not a bad thing
  - In a rut – trucking along
2. Reactive instead of proactive
  - Directors who have specific interests track granting money in specific sectors look at it in 3-5 year period – don't actively seek

**Passiv**

3. One step up of status quo. Maybe a third of CF's are already there
  - A goal of 5 years to reach this and would be achievable
  - Do you really want to tackle being the first choice for volunteers? No
4. Would love to see us there

**Vibrant  
Engaged**

#### Part 2:

- 3 & 4 – more proactive, more visible, partnerships
- 1 & 2 – complacent, which isn't bad
  - Are we good enough?
  - What are you capable of?
  - One member said they moved from using the word "Donors" to "Investors" in their communication- if you give a gift, you are "Investing in your Community"

### Breakout Session #4 Strategic Priorities

1. Agreed with the three but also:
  - Capacity
  - Why do you think these are the Top 3?
    - Awareness of who we are/what we do
    - Education of all our potential shareholders
    - Grants need to be informed
  - Be nice if someone supplied services to help with marketing and communication of foundations
    - These are fulltime job
    - Include marketing/communications on Boards and Volunteers

#### Tactics:

1. Marketing and Communication Tactics:
  - a. Encourage board members to share stories and communications

- b. Training in how to do so?
  - c. Be willing to tell our story. Don't be scared
- 2. Community Engagement
  - a. Build Relationships to see what the needs are

## Breakout Sessions: Table F

### Session #1

Q.1 The whole table agreed that an expanded definition would strengthen their organizations - they felt they were only doing half their job.

Q.2 The top 6 was administrative in focus, or inward, while the bottom was engaging with the community. By not focusing on the bottom, they felt it was a weakness.

- Administrative meetings were easier, follow through was more difficult
- Raising profile was a priority
- Marketing and communications

Q.3 Service groups, rotary, businesses, chamber of commerce, funeral homes, media and professional advisors, i.e. lawyers, accountants, banks

Q.4 Responsibility, Reliability, Responsive, Accountable, Commitment, permanence

### Session #2

1. Technological – aging boards aren't changing with the times. Reluctant to use social media.
2. Social – shrinking and aging demographic
3. Transient community, young jobs not related
4. There are opportunities when someone sells the business, family farm etc – try to keep money in the community
5. Changing demographics and job mobility threatens local stability and commitment
6. Political – evolution of offloading government, responsibilities to local communities
  - a. Opportunities to connect with new leaders, share whats working,
7. Economic – projects not reaching goals and going to fdn to offset deficit
  - a. Therefore organizations are not taking on new projects
8. Environment – taking on a project that advances organizational beliefs such as recycling, composting, etc

### Session #3

1. Statement 2 & 3 were preferred, seen as proactive, looking for projects and as assets grow so does profile in the community.
  - a. Awareness & would like to move toward #4 but found some of the language problematic.
2. As they become more visible , greater connections, they will invest more in the community, but not just money but awareness to local issues as well.

### Session #4

1. Marketing & Communications
  - a. Tactics – spread out recognition opportunities
  - b. Announce grants through out the year
  - c. Post all grants on Facebook
  - d. Website
  - e. Set up table/booth
  - f. Memory tree at mall
  - g. Banners, with wording, supported by the ... cf



2. Community Engagement
  - a. Meet with community members, leaders, businesses
  - b. Participate or convene in broader community consultation on a topic
  - c. Offer letters of support for other projects
3. New donor identification
  - a. Increase awareness in points 1 and 2
  - b. Share donor stories
  - c. Market In memoriam gifts
  - d. Family Legacy funds

## Breakout Sessions: Table G

### Session One

1. Would an expanded definition of the “business” of Community Foundations strengthen or weaken their efforts? Why?

Initial discussion:

- Expanding our definition of community foundations will help us do a better job of connecting donors with local causes
- Community foundation business already includes the areas under the “expanded” definition; formally including them will benefit our supporters.

Further discussion:

- The existing definitions are appropriate for small community foundations. Expanding the definitions of our “business” may risk losing their professional distance between the organizations they serve.
- It’s better to keep things simple.
- Rural community foundations have always been founded on shared values and kept informal. Becoming “too sophisticated” may alienate them from the communities they serve.
- Expanding the definition of our business will make it harder for boards to function and for the community to embrace them.
- The bottom four points are important but don’t belabor them.
- However it would be acceptable to add “permanence” to existing definitions.

2. What trend do you notice between the top 6 activities community foundations feel they do well, versus the top 6 activities they feel they do not do well?

- CFs have less control over the bottom six activities
- The activities in the bottom six should be the activities CFs have perfected
- Executive Directors have their hands full just taking care of the top six activities and probably don’t have time to handle the bottom six activities
- Volunteers and board members may not have clarity over who is responsible for the bottom six activities and so hesitate to work to improve them.
- If CFs are raising money well and taking care of the activities in the top six, then the activities in the bottom six will follow naturally.
- Have patience as the bottom six will come along.

3. Are there other partnerships that could help strengthen community foundations?

- Where is the private sector?
- Distinguish between local businesses and large chains—often; large chains already have philanthropic plans in place and they don’t include local communities. Small businesses may feel more connected to their communities.
- Planned giving could help rural CFs.

4. If you could include a third value to improve CF’s success, what would it be?

- Commitment to donors, community, board
- Permanence
- Integrity
- Diversity

## Session Two

1. To what extent does each of these external factors impact the success of CFs? Are they opportunities or threats?

Technological (Social Media):

- Very heated conversation around social media—felt it is ruining society and does not in fact help connect people (the term “social media” was deemed an oxymoron).
- Felt that marketing by social media is not always necessary; that’s it a gimmick proposed by marketing professionals.
- Consensus reached that it may be valuable for the younger generation.
- The strength of rural foundations has always been in face-to-face connection. If we must use social media, use it to bring people together in person.

*Consensus not reached on whether social media was a threat or opportunity but mostly seen as negative.*

Social (Demographics):

- Some rural communities have an increasing senior population while others are attracting younger residents.
- Rural communities are far more multi-cultural now.
- Although Indigenous communities have always been located around certain rural populations, there are more opportunities now to work with them.
- Opportunities to work with/learn from other foundations.
- Opportunities to focus on economic developments in communities.
- Opportunities to work with other cultures and address disconnect.

*Consensus: opportunity*

Economic:

- Seems to be a body of belief telling us that low interest rates are here to stay; however, later discussion pointed out that market drops always recover and/or people find a way to respond to changes.
- Rural foundations have an advantage to urban foundations as costs tend to be lower.

*Consensus: not reached; but it wasn't felt that the current economy would over affect rural foundations.*

2. What other external factors impact the success of CFs? Are they opportunities or threats?

Political:

- Change in governments at all levels could affect the money directed to communities.
- New laws could affect how and when gifts are given, especially tax laws and new laws on charitable estate gifts.
- Could see a trickle-down effect from growing government debt.
- Cost of living increases affect donor ability to give.

Consensus: threats/potential threats

Environment:

- Climate change could affect agriculture which in turn affects the economy and hurts ability to give while putting pressure on foundations.
- The death of Lake Winnipeg would be catastrophic for communities.
- However when agriculture thrives people want to give back to community.

*Consensus: seemed to be threat*

Legal:

- Changing tax laws.

- Fraud; large-scale scandals in nonprofits can reflect badly on all nonprofits.
- Challenge of rising legal fees.
- Need for legal advice/voice on CF boards, especially estate lawyers.

Consensus: threats

### Session Three

1. What trends can you identify in the future strategic direction of Manitoba's CFs? Which vision statement would you pick and why?

The group opted to pick the third statement; half the group said they would aspire to the fourth while half the group did not feel the fourth statement fit their mandate.

2. What impacts do the statements have for your community?

- The first two are passive while the second two are proactive.
- Feeling that it may negatively reflect on you to promote that your CF's role is in fact to support third parties.
- The fourth statement risks putting yourself on a pedestal but also means your CF is better known.
- Knowing your community and individuals helps you access the best resources and communities.

### Session Four

1. Based on our discussions today, do you agree with these priorities?

- Felt initially that these three priorities have the biggest impact.
- Discussion around adding "effective grantmaking" to the three priorities, then promoting said grants to build awareness and recognition.
- Further discussion around if "effective grantmaking" can be considered part of these three areas. Decided they are closely connected and almost lead to a "chicken v. egg" scenario whether effective granting making drives community engagement or vice versa.
- Counter argument that community foundations are about more than just effective grantmaking now; donors often set up donor advised or designated funds that are separate from community grantmaking.

2. What tactics would help you in the three areas above?

#### *Marketing & Communications*

- Newsletters.
- Promote the regional meeting as communities will want to host the event.
- Involve people in projects before requesting donations.

#### *Community Engagement*

- Involvement in local activities and events.
- Host workshops for nonprofits/registered charities on how to write grant applications; include other potential funders.
- Partnerships with community organizations.

#### *New donor identification/fund growth*

- Remember to focus on retaining existing donors.
- This ties in to marketing and public awareness.
- Promote accessibility of starting a fund at CF.
- Develop good stewardship.

- Include youth and children.
- Make it easy to donate online.

## Breakout Sessions: Table H

### **Breakout #1**

Q1:

- Like the 2
- Need to have the other bullets as adjacent practices
- Challenge between the vision and business – impact is missing → leadership to a vibrant community

Q2: board recruitment vs volunteer recruitment

- Board engagement – top? Surprised
- Marketing and communications – need to strengthen → requires a lot of time and resources
- Top 6 are all internal
- Bottom 6 are all external
- Link between donor relations (weakness)/grant making(strength) → but one drives the other

Q3: service clubs

- Banks/credit unions/media
- Local businesses
- Chamber of commerce
- Distinction between big national institutions vs local businesses

Q4: Impact transparency, wellbeing, quality of life

- 3<sup>rd</sup> core value: commitment, permanence, integrity, and diversity

### **Breakout #2 – Changing Environment**

Q1: technology: opportunities → social media + capacity/ millennial engagement

- Social: engagement + being relevant to the next generation + changing demographics
- Economics: solved the low returns with Wpg Fdn, low employment rates/inter-generational transfer of wealth

Q2: Political: opportunity to engage them more at a local level → some are not wanting to help facilitate flow through of funds through the town to a nonqualified donees

- Lots of players – RMs/brokering a relationship with each one

Environmental: drought vs flood as a farming entity → impacts engagement, 24hr giving, year-end giving, year-end giving.

### **Breakout #3 –**

Q1: 1<sup>st</sup> 2 are passive, safe, reactive

- Funding vs capacity < \$ staff other resources
- #3 or #4 tangible, more direction for the future
- Need to move the 56 % to #3/vital signs
- Re-energizing the board
- #4 more to come to us

Q2: #1 & #2 not attracting much growth

- #3 moving to impact
- Leveraging knowledge
- Goal would be between #3 + #4

## Breakout #4

### Q1: Marketing and Communications

- Staff/engaging a consultant < vision outcome plan → target audience – key messages
- Highly engaged local media
- Social media presence
- eNewsletter
- surveys of target audiences
- includes your gift and grant letters

### Q2: Vital Signs

- survey of the sector re: gaps/challenges
- bring funders together

### Q3: Donor ID + Growth

- professional advisors
- peer to peer

## Breakout Sessions: Table I

### **Session 1**

#### Q1

Strength - The definition of the “business” should be all inclusive (all 6 points). If the expanded 4 points are not included with the first 2 points, then it weakens foundation initiatives. Philanthropy is the goal.

Strength - Volunteerism frees up finances to meet other financial obligations.

Weakness - Lots of activities/initiatives spreads ED’s and board’s thin.

Weakness – New initiatives can distract, old initiatives can get foundations in a rut when something works for a while. Need inertia to move forward.

#### Q2

Top 6 trends look inward to organization, bottom 6 trends look outward from organization.

Need to have the top 6 strong in order to execute the bottom 6 well.

There needs to be balance between the top 6 and the bottom 6 to create a strong, engaging foundation.

#### Q3

Corporate partners (ie. corporations lending out staff part-time to assume foundation duties).

#### Q4

Communication/awareness/engagement

### **Session 2**

#### Q1

1. Difficult to determine positive impact from technology, but negative impact is easily identified.  
Need to keep Facebook page and website up to date to have positive impact and avoid negative impact.
2. Older population may mean more bequests.  
Wealth retention is a threat.



More wealth in younger generations in agriculture than previously. This is an opportunity for engagement. It is a threat in terms of being cautious in the event of future periods of poor agricultural economics and wanting to establish a nest egg.

3. Strong economic conditions for agriculture is an opportunity (versus decades ago). Bad economic news could be good news as during depressed times people come together (opportunity).  
If invested with GIC's, low interest rates do not enable CF's to meet CRA disbursement quota of 3.5% (threat).

## Q2

1. Felt that new federal & provincial government does not affect individual donations and doesn't seem to impact CF relationship with existing programs and funding received. But new gov't means needing to establish new relationships.
2. Strong economic conditions for agriculture.
3. Aging population. New seniors homes takes away donor dollars from CF.
4. Online giving is on the rise. Threat of email scams, virus infection, loss of confidential data.
5. Email soliciting a threat if permission not received by CF.  
Lawsuits can arise if confidential data is stolen.
6. Farming depends on good vs bad crop years  
Being environmentally conscious with mailings, **Session 3**

## Q1

1. Did not choose this statement as it is stagnant indicating no growth.
2. Did not choose this statement as some smaller CF's already know what community needs are and feel they are already at this point.
3. **Chose this statement** as it is positive in understanding community needs in 3-5 years to help support orgs. It is achievable in 3-5 years as board members in smaller communities already know what needs are. Direction would be informing donors and grantees of what CF does (outreach).
4. Did not choose this statement as it is too far stretched to achieve in 3-5 years as being the "first and best choice".

## Q2

CF has to increase focus on donor and grantee engagement.

Create more awareness of CF activities.

Build a stronger community through focused grants & communication.

Better communication within the community.

## Session 4

### Q1

1. Agree – general awareness (donor, organizational, grantees, board volunteer)
2. Agree – impactful granting and donor engagement
3. Agree – want fund growth and expand donor base which will increase knowledge of CF

### Q2

1. Have elevator speech ready (informative and engaging)  
Hold/attend events/functions (scholarship, grant, donor recognition)  
Using community newspapers, websites, social media.  
Say that you've attended a two day MB CF Regional Meeting over the weekend!
2. Board member representatives on CF and agency boards  
Hold events (grantee events) to hear from charitable organizations.
3. Also need to focus on existing donors.  
Communications and marketing.  
Develop targeted approach to identify donors (ie. who is already active in the community; know about new community initiatives).  
Engage professional advisors.

## Breakout Sessions: Table J

### Feedback

#### Session 1:

- There was complete agreement that we should take the more expanded view of the “business” of a CF. The reasons all tied to community service.
- Part 2 discussion focused on the top 6 with general concurrence that these are demanding in and of themselves. The top 6 set the base for everything else and they are not easily accomplished in a volunteer organization. “Your house has to be in order” and just achieving that takes about as much capacity as available.
- General discussion about economic development and business connections—credit unions, banks, chamber of commerce. Some discussion about professional advisors—lawyers and insurance brokers. Also discussion about media—particularly the role of social media.
- The conversation focused on accountability as a value and the importance of being approachable—having an open door policy—accessibility. Collaboration was mentioned but not really discussed.

#### Session 2:

Both questions were really discussed at once. There was lots of interest in how to remind people who have moved away about their home town. The other big focus was on youth and how to get them engaged sufficiently in their community that they might eventually remember the local CF. There was general horror at the comment about the CF taking over from service clubs—no one at or table would ever say that. They have to position themselves as collaborative and put emphasis on the long term while others (including service clubs) focus on short term. There was some agreement that the new political landscape is a consideration but the focus was on the recent decision to suspend the community places grants—no consensus at all about whether the new governments (prov and fed) were positive or negative. The environment may have greater impact as a value in the future but no one could predict how.

#### Session 3:

There was general agreement that looking out 5 years, statement #3 would be an appropriate vision. The consensus was that the wording of #4 included “false claims” and was delusional. One Foundation (Birtle) already does a public consultation in an effort to determine the needs that they should be addressing with their limited funds. It may not be *Vital Signs* but the approach is the same. The idea of having an aspirational goal is viewed as good but just maintaining the status quo takes what resources they have.

-2-

There was a general consensus that we need more research on the wealth that is in the community—What is the opportunity? Could we have a province wide campaign that advocated for everyone to give 3% of their wealth back to their community—what impact would that have? If we are going to grow, more marketing support is needed.

The result would be a better quality of life in communities are getting smaller—more social capital—less isolation. And more effective grant making hopefully with larger amounts to distribute.

#### Session 4:

The top 3 items were described using the “chicken and egg” dilemma. They are all inter-related. We returned to the issue of needing better research on the opportunity—market analysis is missing.

In terms of specifics, some at our table were very focused on farmers as a target audience. They wondered why Endow Mb and other info about CFs are not marketed in Western Producer a monthly publication that every farmer reads cover to cover. There was a general consensus that those involved with CFs needed a better “elevator pitch” and that the best strategy is simply to talk to people. You might want to get in front of groups but that’s not as easy as you might think. The other issue that was mentioned is “shared experience”—do we spend enough effort learning from each other. With all the turnover of volunteers and the timing between Regional Meetings, the “learning” process for the CF work generally is not strong whether we are talking about communications, engagement or donor services. Expectations for growth in mandate and assets have to reflect capacity.

## 5.0 WORKSHOP PARTICIPANT FEEDBACK

At the close of the workshop, participants were asked to share (and write down) their main “takeaway” from the session or suggestions for improving the process. Below are their individual responses (over 50 in total):

- Confirmed our thinking and discussions of our direction to head to.  
Impact on organization is leading discussion to engage more deeply with our community to make it a better place.
- Value the idea's shared at the discussions in each break out.
- Enabled me to see what other boards are thinking/ experiencing.  
Opened my mind to a more pro-active style of board  
Got a lot of ideas from other foundations at our table  
Inspired to implement pro-active strategies.  
To strengthen our foundation and improve our community.
- Various ideas to give new life to our foundation  
New ways to look at things – Perspective
- Sharing of ideas/plans/strategies/procedures
- Encourage the board to follow up with donor recognition + Pro-active to a board
- As we network at our tables we find different ways to look at what we perceive as problems at our board level as reachable.
- This reinforced what we are trying to do and getting done – we are on the right track.
- How to move forward with renewed on enthusiasm and add to our already strong foundation. Many great ideas from fellow foundation.
- Donor stewardship, community/ volunteer involvement.
- Donor Stewardship – it is an actual fundraising aspect of foundation work  
Work on stewardship of existing donor rather than working on new fundraising activities.
- Awareness of the process involved in the strategic planning process
- Each foundation big or small share very common issues.
- We are not alone; we do not have to reinvent the wheel. How wonderful it is to share/borrow from our neighbor's experiences and ideas.  
I gained an improved insight into importance of donor stewardship and specific market strategies to use to increase foundation awareness. Active inertia be aware and challenge it.  
Suggestion for Allan instead of being Phil Donahue running around with microphone have participants shout out responses to be written down... have Nolan do so on computer screen because we can't read your writing anyway.  
Can't wait for your report and implemented/share with the rest of our board.

- Listening and learning others ideas. It provides valuable tools/ information to bring back to the board. We sharing ideas with others were very exciting. I have learned so much.
- It certainly made my brain go into overdrive. Being new to community foundations, it will help understanding my future duties.
- Appreciated the discussions. Hearing ideas on strategies. Enjoyed the table discussion.
- Will be presenting new direction to more forward, and ask for board member to be engaged.
- There is a willingness to grow.
- Networking, donor stewardship, uses the resources that are available to all CFs.
- Priorities to consider when setting strategic plan  
Communication with community  
Push the status quo – Pro-active vs Reactive/ responsive
- Unique session in my 10 years, as ED in Kenora. Pre-work + Survey, 4 hours in discussion and finally a report will be produces.  
Thank you for all your efforts.
- Evolution of a foundation and different visions.  
Activating needed for strengthen and more forward the foundation i.e. - donor stewardship
- Many ideas: donor stewardship, marketing ideas, new idea of value provided to donors.  
Discussion of vision – Helps to provide a new idea or focus to see a path going forward.  
Now – How to pass this enthusiasm and ideas on to our board so they are just as excited. One suggestion on new to target farmers came out of our discussions – Advertise in the western produces. Also potential marking opportunity research on regional wealth. Truly appreciate the opportunity to get together and support to make it possible. Winnipeg foundation support is invaluable.
- Trend – Top & Bottom – Inward/outward  
Excellent observations  
We will be able to utilize this info to help us focus – Donor/ Fundraiser relations
- Opportunity to reflect on what we have done, what we might do in the future to continue to improve our communities.  
Focus on priorities and make sure we are having the right conversation.
- Lots of information was shared and I have many ideas to take back to my board.  
Different prospective from everyone and I plan to write a conference report to share with the board.  
Point for improvement
  - 2 microphones + 1 runner  
With microphone so you could write on board.

Excellent Presentation! Thank you!

- Hope we can move to a more proactive strategic donor  
Thinking board focused more on development proactive grant making, and community engagement.
- Sharing of ideas  
Networking  
We are all a team working together for better communities.
- Need to get more involved in the community process and ensure the board understands it is not only a “static” position. We need to be more proactive
- Our group discussion around technology and social media confidence our CF’s need to step into this communication direction  
I especially enjoyed the breakout session #3 to discuss the vision statements.  
Looking at the statements with a 5 year future.  
Having a facilitator at each table was very valuable – to record the discussion.  
This session and the past 2 days have provided me with a new sense of excitement for the CFC movement. Together we are “have for Good”
- Pro-active
  - see the need for us to be proactive in the work we do in the community
  - Need to educate board so they can build donor relations
  - Want to build our community leadership which will hopefully lead to community engagement – solution development
  - Utilize resources in our community continue to build partnershipLook forward to share this information with my board.
- There are so many commonalities between the many discussion sessions, so much interplay between all the initiating and session.
- Interchange between participants was very valuable. Enjoyed the format and how the session was facilitated.
- Very good sharing of information which demonstrated the uniqueness of each foundation but common shared issues and challenges.  
The only issue was related to technical challenges. It would have been great to receive a background piece on general data to help prepare ourselves.
- Whenever you get together with many foundations, we is the sharing, understanding of who we are and what we do. That we want to grow and spread the word about foundations.
- Renewed enthusiasm  
Reinforced the community to forward planning and the need for developing and following a strategic “business” plan.
- It gave me some focus on how to move forward to increase our effectiveness as a board and to increase our scope as a foundation.

- Learning and sharing experiences through group table discussions. How to improve our functionality as board members. Bringing different ways of conducting our business. Better understanding the roles and responsibility of community foundations. Strategic thinking by identifying your priorities to help our community foundation
- We should hire a social media person to keep us up to date, keep our name out there.
- Excellent presentation – gained a wealth of knowledge and enjoyed the group discussions.
- We need to engage and better educate our board including proper orientation and better laying out what their role and function is expected. Also we need to continue and do more one-on-one with our community (education).
- Ideas from table member from different organization.
- Having facilitator at each table allowed board member to really share and discuss.
- Helped me organizing my thinking about how our CF can move forward.
- Table in put. Enjoy Caroline at our table. Good job Allan & WPG foundation.
- That we have to get back focus on growing our fund. And to make sure we always acknowledge past donor.
- Will be Valuable in the development of the strategic plan.
- We need to improve communication so that we are more aware of the communities needs and also that the community is more aware of what a community foundation about.
- This provided a focus for understanding where we are in the community foundation movement and provided me with a goal to move forward.
- Link between 1<sup>st</sup> presentation. Community foundation strategic goal and planning.
- Focus for our board; Awareness of ideas to share with our board. We can make future plan successfully grow our foundation.