



STRATFORD PERTH
COMMUNITY
FOUNDATION

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Strategic Plan 2016 - 2020

A LIVING DOCUMENT

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About the Stratford Perth Community Foundation

The Stratford Perth Community Foundation is part of a world-wide network of foundations whose objective is to help build stronger and more vibrant communities. In Canada we are a member of Community Foundations of Canada, the umbrella organization to more than 191 community foundations from coast to coast.

We make charitable giving easy, flexible and effective. Our in-depth knowledge of the community, its organizations, needs and opportunities can help direct gifts to areas of most impact. We work with donors and their advisors to maximize the value of charitable gifts. Our goal is to help donors fulfill their charitable goals, maximize their tax advantages, and meet important needs in the community. Gifts are limited only by the will and imagination of donors. We believe in the power of individuals and organizations working together to effect positive change in our community.

Gifts are pooled and invested and form community assets. Earnings from these assets are granted back into the community each year to registered charities. We bring local knowledge, experience and a network of community relationships to our grant making.

We are a charitable public foundation created by and for the people of Stratford, St. Marys and Perth County. Registered charitable # 88488 4305 RR0001.

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Vision, Mission

Vision

Realizing community vitality through philanthropy

Mission

To enrich the lives of people in Stratford, St. Marys and Perth County by providing support to charitable organizations through grants made possible by responsible stewardship of endowment funds

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Values

Accountability: Our mission is achieved through strong leadership and governance, capable administration and dedicated volunteers. Our community is strengthened now and into the future by growing endowment funds, sound fiscal management, and reliable stewardship

Responsiveness: Monitoring trends and impacts of change, coupled with a proactive, innovative approach produces actions that meet the challenges of today and tomorrow.

Collaboration: We believe that by working together with donors, other funders, community leaders and charitable groups, we encourage the creation of new ideas and solutions, reduce duplication of effort and increase effectiveness in the voluntary sector.

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Where we are today

Since we began in 2004, we have grown community assets to over \$2.4 million

We have established over 45 funds that support: arts and culture; children and youth; education; environment; health and wellness; recreation; seniors; and social services

We have distributed close to \$450,000 to area charities

We grant for breadth and impact to the widest possible needs and opportunities

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Board Strategic Planning Session 2013

The SPCF Board and staff undertook an offsite strategic planning session in June of 2013.

As a result, the following strategic goals were determined (but never operationalized):

Operational Sustainability – sound financial and resource management to ensure operational sustainability aligned with asset growth and community investment priorities.

Endowment Fund Growth – a cultivation and stewardship plan for funds currently in trust and the activation of local community funds.

Community Investment Impact – a community investment framework for impactful granting and measurable community engagement activities.

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Board Self Evaluation

The Governance Committee and Executive Director developed and implemented a self evaluation survey for the Board in May 2015.

All but one Board member participated. The results were presented at the June 2015 Board meeting.

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Board Self Evaluation - Synopsis

- Feeling of Board Fatigue
- Need for clarification re: Board / Committee Responsibilities and Board Orientation
- Skills of Board members – gaps with IT, Fundraising, HR, Strategic Planning
 - Lack of fundraising skillset
 - Skills of board not being fully utilized
- Need for Strategic Plan
- More efficient office systems / IT
- Need to update Board term limits
- Need more time for discussion and viewpoints

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Board Self Evaluation – Most Important Accomplishments

Over the last year, the Board identified the following accomplishments:

- Spending the time to get the right ED and keeping our transition between ED's as smooth as possible
- Events are held with class
- The Funding Types policy was created and implemented
- Board progress is evolving to be more effective
- Undertaking of Smart and Caring Community Initiative

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Board Self Evaluation – Top Priorities to Move Forward

- Review and update by-laws, policies and committee terms of references (completed and approved at September 2015 Board meeting)
- Address Board skill mix issues (Nominations committee addressing)
- Continue to build endowments (includes Smart & Caring)
- Address operational sustainability issues
 - Board to become more directly involved
 - Build overall endowment
- Develop a strategic plan for the next five years

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Strategic Survey

To determine SPCF strategic priorities for the next five years, the Foundation reached out to its closest stakeholders to determine its most important priorities.

Survey Methodology:

- Developed by Governance Committee and ED
- Sent by email in July of 2015 and responses were accepted until August 2015
- Sent to over 300 individuals including Board members, staff, volunteers, community leaders, donors, fund holders and close stakeholders received an invitation to participate in the survey
- Received approximately 100 responses – we believe this is representative of our Foundation stakeholders

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Strategic Survey – Goals & Roles

The survey was based on the following three strategic goals:

- Operational Sustainability
- Endowment Growth
- Community Impact and Investment

Survey participants ranked the roles of the Foundation in the following order:

1. Investing in our Community
2. Growing Endowment
3. Engaging the Community
4. Developing Income to Support Operations
5. Servicing Donors
6. Sharing Community Information

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Strategic Survey Results –

1. Investing in our Community

Core priorities:

Grant making to support non profits

Investing in projects that get to the root causes of issues

Secondary priorities:

Building more in depth community knowledge

Directly connecting givers/donors and recipients

Not a current priority:

Supporting individuals

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Strategic Survey Results – 2. Growing Endowment

Core priorities:

Stewardship of existing endowment funds

Soliciting giving from local donors

Secondary priorities:

Educating the public about philanthropy

Educating professional advisors about bequests

Not a current priority:

Deliberately attracting diverse donors

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Strategic Survey Results –

3. Engaging the Community

Core priorities:

Building and managing collaborations with other community partners

Secondary priorities:

Facilitating civic participation and volunteerism

Providing avenues for providing community input and connection

Facilitating community dialogue

Not a current priority:

Strengthening social connection among residents

Mobilizing residents around issues

Facilitating learning networks

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Strategic Survey Results –

4. Developing Income for Ops

Core priorities:

Soliciting corporate partners

Soliciting multi-year individual partners/champions

Managing fundraising events

Secondary priorities:

Educating public about operating needs

Soliciting capital from outside (e.g. Government)

Not a current priority:

N/A

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Strategic Survey Results – 5. Serving Donors

Core priorities:

Managing endowment funds

Managing transactions

Secondary priorities:

Providing philanthropic advice and advisory services

Educating donors about community issues

Not a current priority:

Connecting local philanthropists with each other

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Strategic Survey Results – 6. Sharing Community Information

Core priorities:

Measuring outcomes and impact of programs

Researching community issues

Secondary priorities:

Tracking data about community wellbeing

Sharing local success stories

Not a current priority:

Compiling info about local organizations and available resources

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Strategic Survey Plan – Key Takeaways

Our stakeholders want us to:

- Stick to what we know and do best; build endowment and invest in our community
- Work with other partners in the community to determine root causes of issues
- Not overlap with other community organizations/initiatives e.g. United Way
- Feedback also reaffirmed the work we are already doing in the community and that we are meeting the needs of our stakeholders.

Moving ahead, we chose the top four roles to be incorporated into our strategic plan. **At this point we will not be focusing on Servicing Donors and Sharing Community Information.**

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Building the Strategic Plan

An initial meeting was held with the Board Chair, Vice Chair, Governance Committee Chair and Executive Director to review the results from the strategic plan survey.

We decided to bring a very preliminary draft strategic plan to the September 2015 Board meeting, focusing on the following:

- Where are we now?
- Where do we want to be? When?
- How do we get there?

The Executive Director was tasked with creating a five year strategic plan and the Governance Chair offered his assistance. The two presented a preliminary draft strategic plan at the September 2015 Board meeting for review.

The Board was asked to provide comments/feedback by the end of October. A final strategic plan is to be approved at the December 2015 Board meeting. Following approval, the Executive Director will create an Action plan for implementation in the new fiscal year.

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2016-2020 Strategic Plan

Based on the feedback and results from the 2013 Board Strategic Planning session, the 2015 Board Evaluation and the 2015 Strategic Planning Survey the following four strategic goals were determined:

1. Developing income to support operations
2. Investing in our community
3. Growing endowment
4. Engaging the community

For each of these roles, strategic objectives were identified based on the core priorities of the strategic survey.

For ease of external communications, goals 1 and 3 were combined.

Of note: at this point we are not focusing on the “secondary” or “not a priority at this time” priorities outlined in the survey.

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SPCF Strategic Goals 2016-2020



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#1 Growing Endowment

Strategic Goal #1: Growing Endowment (includes operational sustainability)

Core Priorities:

- Stewardship of existing endowment funds
- Soliciting giving from local donors
- Soliciting corporate partners
- Soliciting multi-year individual partners and champions
- Managing fundraising events

Strategic Objectives:

- Manage the Foundation with strong leadership and governance and sound HR and financial administration
- Grow new endowment funds significantly for increased admin fees
- Strong stewardship with existing fund holders and focus on growing existing endowment funds
- Increase public awareness and how philanthropists & community enthusiasts can support causes long-term
- Increase revenues brought in by corporate partners and champions
- Manage Foundation events effectively to bring in top revenues

Where are we now? Where do we want to be?

We are currently managing approximately \$2.5M in endowed assets. We would like to increase these assets to \$12M by 2020. We are consistently struggling to meet annual operating budgets. We would like to be operationally sustainable with \$12M in endowed assets by 2020.

Action Plan:

- To be developed by ED with annual targets – updated yearly
- Closely coordinated with budget and fund development committee

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#2 Investing in our Community

Strategic Goal #2: Investing in our Community

Core Priorities:

- Grant making to support non profits
- Investing in projects that get to the root causes of issues – as identified by the SPCF (can be measured)

Strategic Objectives:

- Be seen as a strong funder, connector and collaborator
- To ensure our grants have impact
- Seek out funding partners to create greater community investment impact

Where are we now? Where do we want to be?

Charitable partners know about us. We are beginning to establish strong relationships with other funding partners. We want to be working alongside other funders to make more impactful community investments. In close harmony with growing endowments, by 2020 increase granting capabilities.

Action Plan:

- To be developed by the ED
- Closely coordinated with budget and grant advisory committee

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#3 Engaging the Community

Strategic Goal #3: Engaging in our Community

Core Priorities:

- Building and managing collaborations with other community partners

Strategic Objectives:

- Be a more recognized voice of philanthropy in Perth County
- Work collaboratively with other organizations on better understanding community needs and opportunities for investment

Where are we now? Where do we want to be?

We are not well known in the community. We want to be the place that people think of when they want to give to charitable causes. Timing is ongoing.

Action Plan:

- To be developed by ED with annual targets – updated yearly
- Closely coordinated with budget

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Action Plan

The Executive Director will create an Action plan for implementation in the new fiscal year.

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